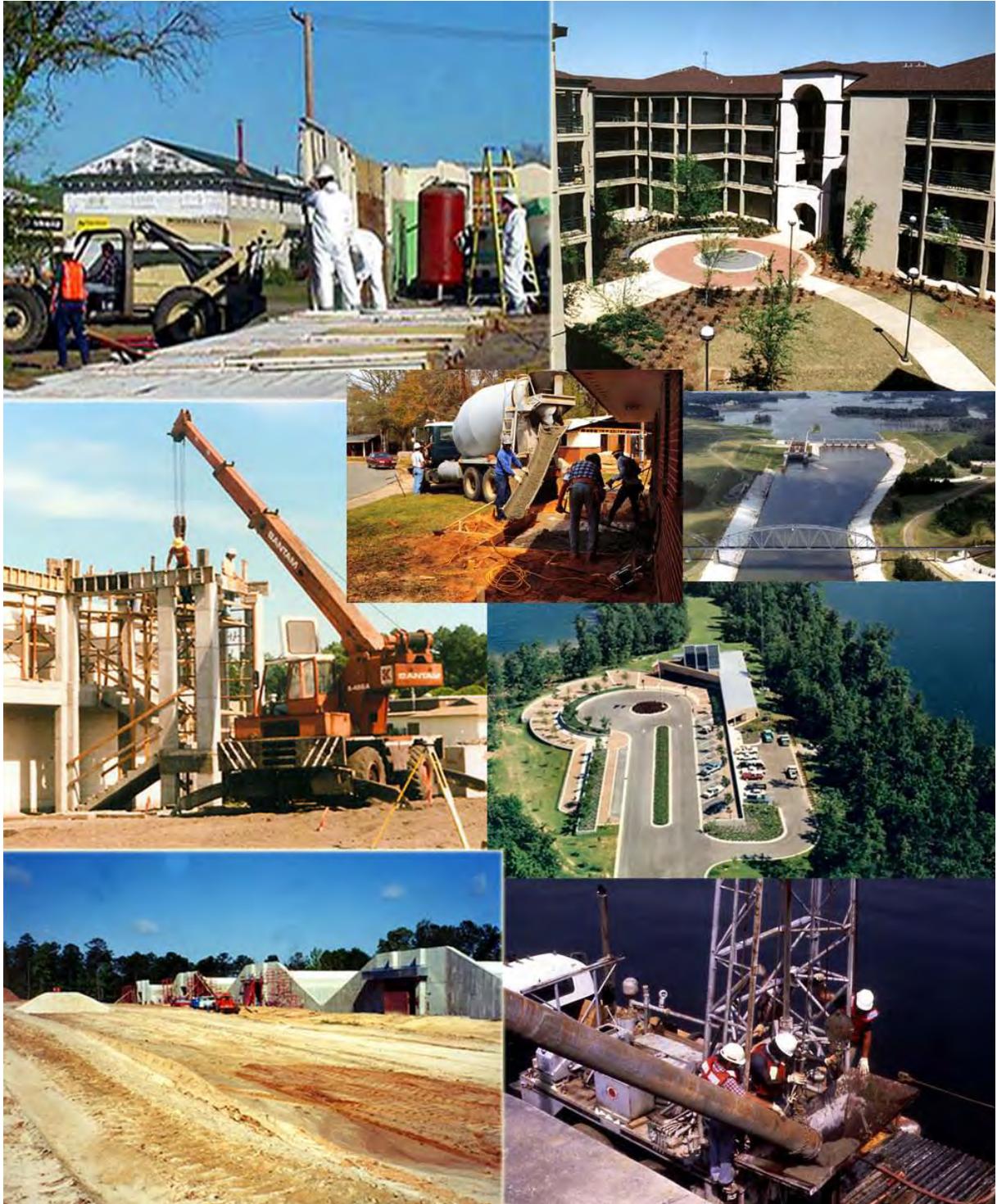




US Army Corps
of Engineers

FY11 MILITARY PROGRAMS CUSTOMER SATISFACTION SURVEY



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This report prepared by:

Linda Peterson, CEMP Survey Manager
US Army Engineer District, Mobile
CESAM-PM-I
109 ST Joseph St
Mobile, AL 36602
Phone (251) 694-3848

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USACE Organization Symbols¹

Division	Division Name	District	District Name
LRD	Great Lakes/Ohio River	LRB	Buffalo
		LRC	Chicago
		LRE	Detroit
		LRH	Huntington
		LRL	Louisville
		LRN	Nashville
		LRP	Pittsburgh
MVD	Mississippi Valley	MVK	Vicksburg
		MVM	Memphis
		MVN	New Orleans
		MVP	St Paul
		MVR	Rock Island
		MVS	St Louis
NAD	North Atlantic	NAB	Baltimore
		NAE	New England
		NAN	New York
		NAO	Norfolk
		NAP	Philadelphia
		NAU	Europe
NWD	North West	NWK	Kansas City
		NWO	Omaha
		NWP	Portland
		NWS	Seattle
		NWW	Walla Walla
POD	Pacific Ocean	POA	Alaska
		POF	Far East
		POH	Honolulu
		POJ	Japan
SAD	South Atlantic	SAC	Charleston
		SAJ	Jacksonville
		SAM	Mobile
		SAS	Savannah
		SAW	Wilmington
SPD	South Pacific	SPA	Albuquerque
		SPK	Sacramento
		SPL	Los Angeles
		SPN	San Francisco
SWD	South West	SWF	Fort Worth
		SWG	Galveston
		SWL	Little Rock
		SWT	Tulsa
TAD	Transatlantic	TAM	Middle East
		TAN	Afghanistan North
		TAS	Afghanistan South

¹ Organizations participating in FY11 Survey highlighted.

EXECUTIVE SUMMARY

A total of 1,254 customers participated in the FY11 survey. Army customers comprise the largest proportion of the FY11 sample at 46 percent followed by Air Force (27%), 'Other DoD' (17%) and (International & Interagency Support (IIS)² (10%).

The survey includes general satisfaction indicators that address customer relationship dynamics and general characteristics of services (quality, cost & timeliness) as well as a number of items that solicit customers' opinions concerning specific services and products. The majority of responses (79 percent or more) were positive for all eleven general performance questions. The two most highly rated items in this year's survey were 'Treats You as a Team Member' and 'Seeks Your Requirements' rated positively by 91 and 90 percent of respondents respectively. The items that elicited the greatest proportion of low ratings were 'Timely Services' and 'Reasonable Costs' at six percent low ratings. Two of the more critical items in the survey are 'Would be Your Choice for Future Services' and 'Your Overall Level of Satisfaction'. A total of 84 percent of customers indicated the Corps would be their choice in the future while only five percent responded USACE would NOT be their choice for future projects. Regarding customers' overall level of satisfaction, 87 percent responded positively and four percent negatively.

The most highly rated Specific Services items were 'Investigation/Inspections (Non-Envir)' such as structural inspections, GIS surveys, and Transportation studies) at 90% high ratings, 'Planning Support (Charettes, Master)' and 'End-User Satisfaction' at 89 percent positive ratings each. The specific services that received the largest proportion of low ratings were 'Timely Construction' at 8 percent, Change Management (Mods etc)' at 6 percent and Real Estate at five percent low ratings.

A large number of respondents (903 or 72%) submitted comments. Of these, 610 (68%) made overall favorable comments, 180 (20%) negative comments and 85 (9%) customers' comments contained mixed information (positive and negative statements). The two most frequent positive comments concerned 'Compliments to individuals/staff and customers' (346 customers) and 'Overall Satisfaction' (222 customers). The two most frequent negative comments addressed 'Timely Service' (109 customers) and 'Reasonable Costs' (91 customers). Customers again provided a number of negative comments on workload management such as Staff continuity/adequacy', Staff overloaded' and 'Project understaffed'

The analysis comparing customer satisfaction ratings for Air Force, Army, Other DoD, and IIS customers showed ratings were very comparable for all but two satisfaction indicators. They were: 'Seeks Your Requirements' where Air Force

² Formerly known as Support for Others and is defined as Non-DoD & 100% reimbursable services.

and IIS customers provided significantly higher ratings than Army and 'AE Services' where Army and Other DoD ratings were significantly higher than Air Force. This homogeneity in ratings by customer group implies consistency in delivery of services, a very positive outcome.

Comparisons of ratings from Construction, Environmental and 'Other'³ customers revealed that Environmental and 'Other' customers were the most satisfied and Construction the least satisfied. The size of the gap between group mean scores has been decreasing over time suggesting a trend to greater homogeneity

Overall, there has been a gradual upward trend in ratings since FY03 for all customer groups although the rate of increase has is much smaller as ratings and seem to have stabilized at a fairly high level; many close to a mean of 4.5.

Air Force customers' ratings have generally increased since FY03 and have stabilized at a very high level for the previous six years for most services. Three services have displayed slight downward trends for the last three years. These are 'AE Services', 'Engineering Design Quality' and 'Timely Completion of Construction'. These areas warrant vigilance as the current year scores are approaching Amber. The only other area that may warrant concern is 'Real Estate Services' due to the erratic nature of ratings for this service. Overall, Army customers' ratings displayed very stable upward trends since FY03. The greatest improvement in customer satisfaction had clearly been demonstrated among Army customers. The trends in 'Other DoD' customer ratings have been more erratic than Air Force or Army due to the varying composition of this customer base. IIS customers have historically been among the most satisfied compared to the other customer groups. This was no longer the case in recent years as ratings for the other subgroups have increased and IIS customer ratings decreased. Almost all areas showed a notable upward spike in FY10 and were relatively unchanged in FY11.

USACE Military Program Directorate's customers have become very well satisfied with Corps' services. Measures of relationship dynamics consistently receive the highest ratings. This is largely attributable to the strong relationships between Corps staff and their customers as is demonstrated by the number of compliments paid to Corps staff. Timeliness and costs are consistently the greatest source of customer dissatisfaction however ratings in this area have significantly improved over time.

³ 'Other' customers typically specified a combination of services such as 'Design and Construction' or a specialized service such as 'Contracting Services', 'Design', 'Planning' or 'Engineering Services.'

§1. INTRODUCTION

§1.1 BACKGROUND

The original impetus for the survey was a Clinton administration Executive Order 12862 (Setting Customer Service Standards), issued on September 11, 1993, required agencies that provide significant services directly to the public to identify and survey their customers, establish service standards and track performance against those standards, and benchmark customer service performance against the best in business.

This Executive Order was reinforced by a Presidential Memorandum for the Heads of Executive Departments and Agencies issued on March 22, 1995 (Improving Customer Service), and a further Presidential Memorandum issued on March 3, 1998 (Conducting "Conversations with America" to Further Improve Customer Service).

Recently, the Obama administration issued an exec order last April (Streamlining Service Delivery and Improving Customer Service) again requiring government agencies to establishing mechanisms to solicit customer feedback on Government services and using such feedback regularly to make service improvements.

HQUSACE is the coordinating office for the Corps' survey and has appointed Mobile District to perform the administration, statistical analysis and reporting of results of the survey. A memorandum from CEMP to all Major Subordinate Commands, dated 19 Aug 2011, contained instructions for administration of the FY11 Military Programs Customer Survey. Corps Districts were to complete administration of their customer survey by 29 November 2011.

All districts were instructed to include all military funded or managed projects in the survey. They were again instructed to include IIS (International and Interagency Support) customers in the survey with the exception of EPA Superfund and non-Federal IIS customers. These customer groups are included in separate HQUSACE surveys. Each District was required to develop a plan to identify the organizations and individuals to be surveyed and a procedure to inform customers of the purpose and process of the survey. Each district is responsible for integrating the survey process into ongoing management activities involving its customers. Individual components were encouraged to perform their own analyses and take action as necessary in response to customer feedback.

§1.2. SURVEY METHODOLOGY

The CEMP survey is a web-based survey and is designed with several unique features. One of the most useful is the instant notification feature: The moment the customer submits his survey response the district survey manager will receive an Email copy of that response. This serves two purposes. First, if the customer has any 'hot button' issues, the district survey manager will know about them immediately and can coordinate a response very quickly. Districts are instructed to design their SOP such that when they receive a negative response from a customer, someone from the district will contact that customer personally as quickly as possible. It is hoped that this sort of responsiveness will facilitate building or repairing relationships. The instant notification feature also provides the survey manager the opportunity to examine the customer's response for possible errors (e.g. customer selected incorrect district). The survey data is password protected and offers several reporting features. The survey manager can view or print individual customer responses. He can also generate reports by DoD command or in aggregate. Division survey managers are able to generate summary reports for each district under their command as well as by branch of service.

The standardized Military Programs Customer Survey instrument consists of two sections. The first section contains customer demographic information (name, customer Agency, DoD Command, and primary category of services provided by the district). Section II contains 33 satisfaction questions in a structured response format in which customer satisfaction is measured on a 5-point Likert scale from 'Very Low' (1) to 'Very High' (5). A blank explanation field solicits customer comments about each service area. Questions 1-12 are of a general nature such as quality and cost of services and several measures of relationship dynamics. Items 12-33 assess specific services such as engineering design, environmental services, and construction services.

Finally customers are offered an opportunity to provide any miscellaneous or general comments in an open text box at the end of the survey. A copy of the survey instrument may be viewed in Appendix A or by 'CTRL-clicking' on the following link:

<http://surveys.usace.army.mil/military/>

§2. RESULTS OF FY11 SURVEY

§2.1 CUSTOMER DEMOGRAPHICS

A total of 1,254 customers participated in the FY11 survey. The Corps-wide response rate was 59.5 percent of the total customer base of 2,108 individuals. This corresponds to an estimated sampling error of 1.5 percent. Response rates varied greatly among districts. Of the 36 participating districts the vast majority had response rates above 50 percent. Response rates for smaller districts (populations < 50) averaged 69 percent and ranged from 33% to 100%. The average response rate for larger districts was 59% and ranged from 28 to 86 percent. All data summary tables in this report show the number of valid responses for each survey item i.e., the percentage of responses of all participants who answered the question. Since customers can elect to skip survey items or select 'NA', the totals for each item summary may not be the same as the total number of survey participants.

USACE customers may be categorized by major customer group: Air Force, Army, 'Other DoD' agencies and IIS⁴ customers. Army customers comprise the largest proportion of the FY11 sample at 46 percent followed by Air Force (27%), 'Other DoD' (17%) and IIS (10%).

Customers were asked to identify their DoD Command. Air Force customers could select from seven categories: ACC, AETC, AFCEE, AFMC, AMC, PACAF, and 'AF-Other'. The greatest number of Air Force customers fall under AFCEE (72 customers) and AF-AETC (45 customers). The commands specified by the 50 customers who selected 'AF-Other' included AF Reserves, USAFE, AFSPC, AFSOC, AFCENT and others. Army customers could select from the six IMCOM organizations based on geographic locations⁵ plus the Army Reserves, Army AMC, Army National Guard, HQDA, MEDCOM, USAREC, FORSCOM and 'Army-Other'. The greatest number of Army customers work under IMCOM West (76) followed by Army AMC (62 customers) and IMCOM-Northeast and Joint/Combat Cmds (43 each). Many of the FY11 Army customers fell into the 'Army-Other' category. The commands specified by the 81 customers who selected 'Army-Other' consisted of AEC, USACE (War Theatre deployments), TRADOC and many others. There were a total of 59 Navy and 34 Marine Corps customers. The 32 Joint/Combat Command customers included those from SOCOM, SOUTHCOM, CENTCOM, and others. Customers who selected 'Other DoD' specified organizations such as DLA (36 customers), DODEA, MDA and others. IIS customers include organizations such as VA, DHS, DOE, State Dept, etc. Nearly one fourth of IIS customers are VA.

A list of commands specified by Air Force and Army customers who selected 'Other' is available in Appendix C tables C2-C5. The complete listing of specific customer

⁴ Formerly known as 'Support for Others' and is defined as Non-DoD & 100% reimbursable services.

⁵ IMCOM structure based on FY11 organization, not newly structured IMCOMs.

organizations sorted by major customer group (Air Force, Army, Other DoD, and IIS) is provided in Appendix C, Table C-7 through C-10. A list of Organization Acronyms appears in Appendix C, Table C-1.

Table 1: USACE Customer Groups

Group	Count	Percent
Air Force	338	27.0
Army	580	46.3
DoD Other	209	16.7
IIS	127	10.1
Total	1254	100.0

CEMP Customer Groups FY11

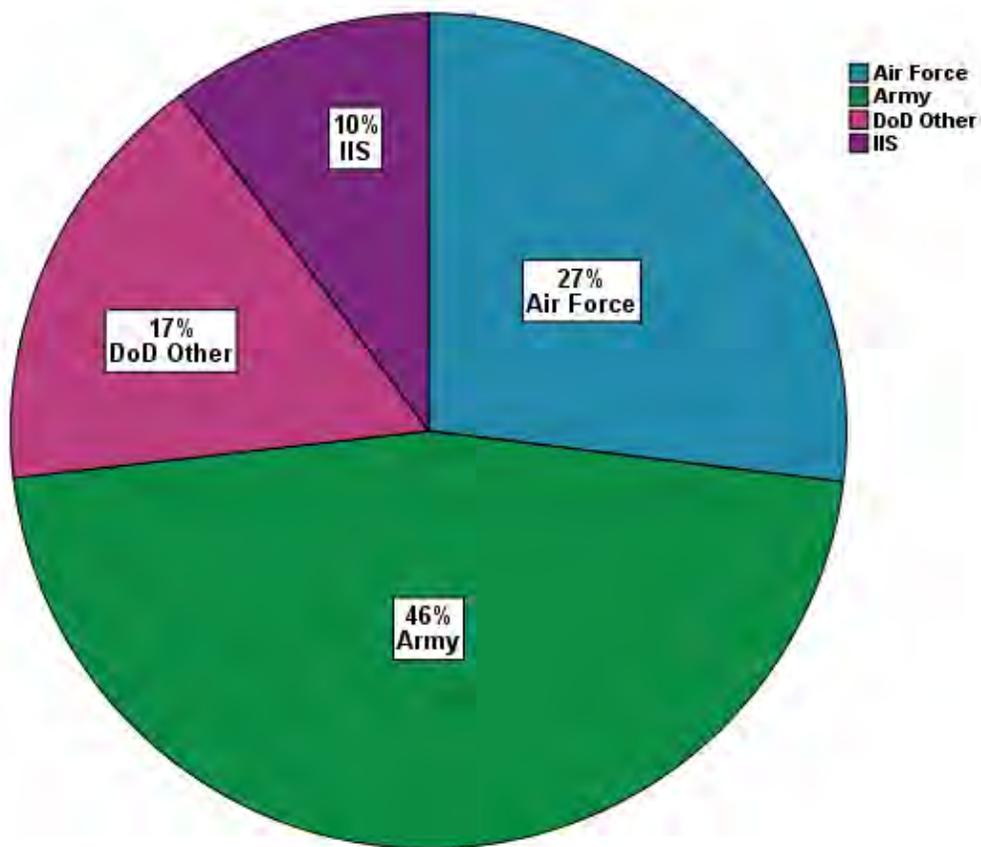


Figure 1. USACE Customer Groups

Air Force Commands FY11

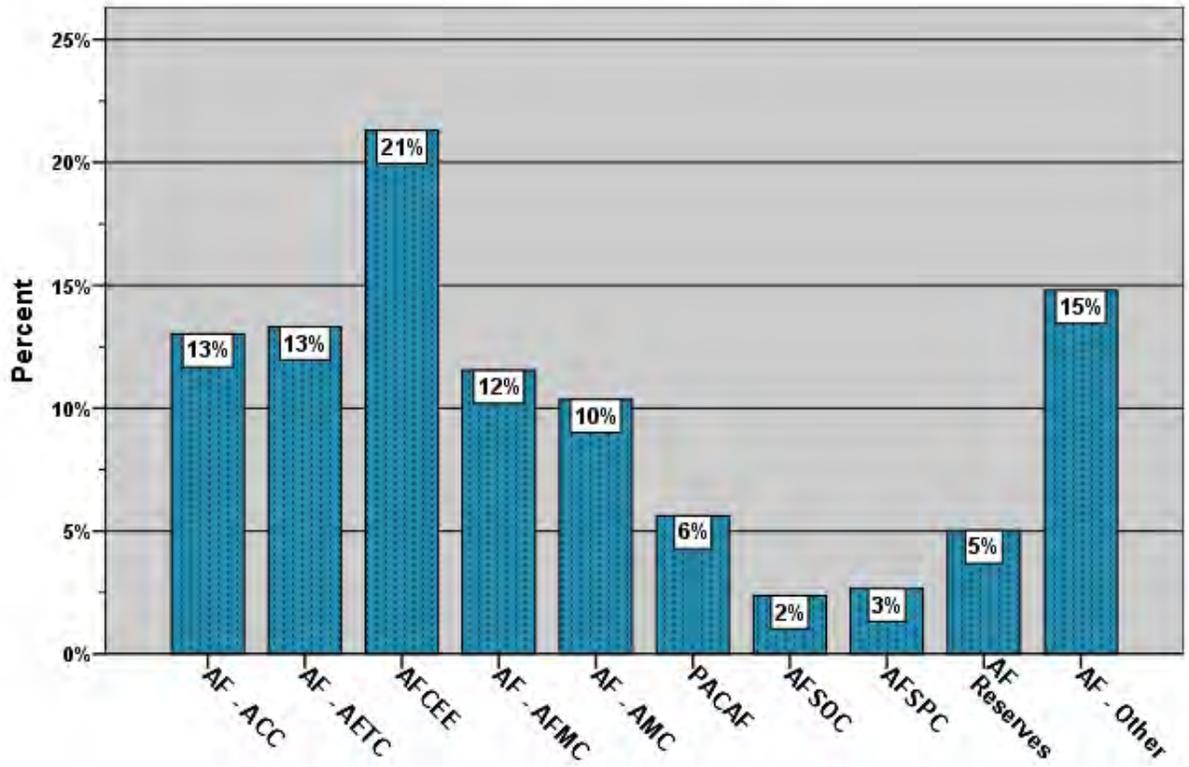


Figure 2. Air Force Commands

Army Commands FY11

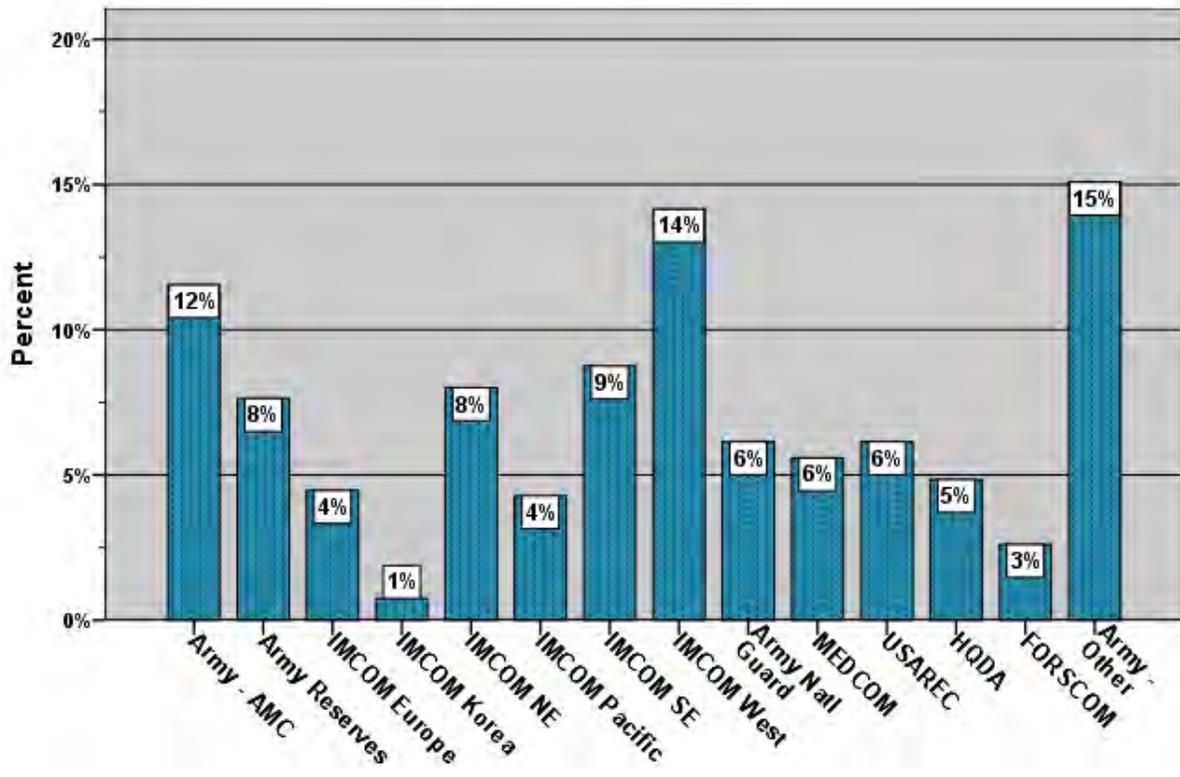


Figure 3: Army Commands

Other DoD Commands FY11

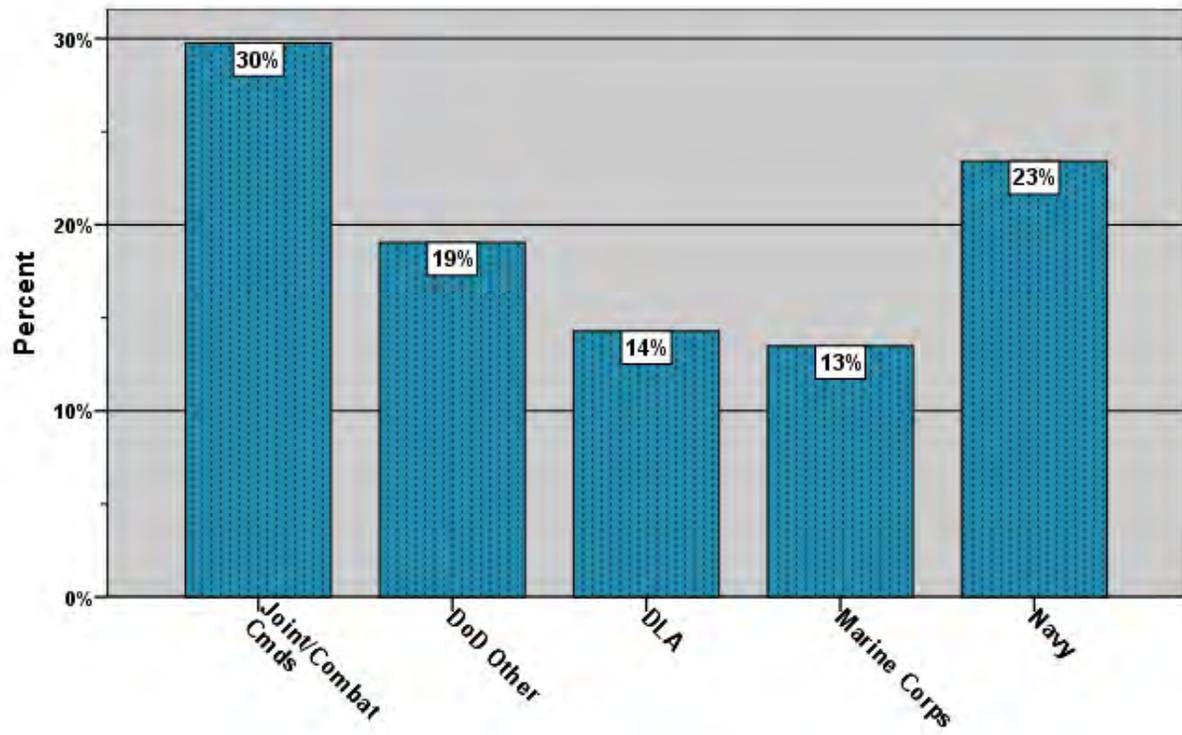


Figure 4: Other DoD Commands

Table 2: DoD Commands

DoD Cmd	Count	Percent
AF - ACC	44	3.5
AF - AETC	45	3.6
AFCEE	72	5.7
AF - AFMC	39	3.1
AF - AMC	35	2.8
PACAF	19	1.5
AFSOC	8	0.6
AFSPC	9	0.7
AF Reserves	17	1.4
AF - Other	50	4.0
Army - AMC	62	4.9
Army Reserves	41	3.3
IMCOM Europe	24	1.9
IMCOM Korea	4	0.3
IMCOM NE	43	3.4
IMCOM Pacific	23	1.8
IMCOM SE	47	3.7
IMCOM West	76	6.1
Army Natl Guard	33	2.6
MEDCOM	30	2.4
USAREC	33	2.6
HQDA	26	2.1
FORSCOM	14	1.1
Army - Other	81	6.5
Joint/Combat Cmds	75	6.0
DoD Other	48	3.8
DLA	36	2.9
Marine Corps	34	2.7
Navy	59	4.7
IIS	127	10.1
Total	1254	100.0

Customers were asked to identify the primary category of service they received from the Corps organization they rated. The majority of CEMP customers (54 percent) receive primarily Construction services; 18 percent Environmental services, 14 percent Real Estate, 5 percent O&M and 10 percent receive 'Other' areas of service. Customers that selected the 'Other' area of services typically specified a combination of services such as 'Design and Construction'. A number of others specified 'Contracting Services', 'Design', 'Planning' or a specialized service such as 'Surveying & mapping'. The complete list of 'Other' work categories is found in Appendix C Table C-6.

Table 3: Primary Category of Work

Work Category	Count	Percent
Construction	674	53.7
Environmental	228	18.2
O&M	56	4.5
Real Estate	175	14.0
Other	121	9.6
Total	1254	100.0

CEMP Customers by Work Category FY11

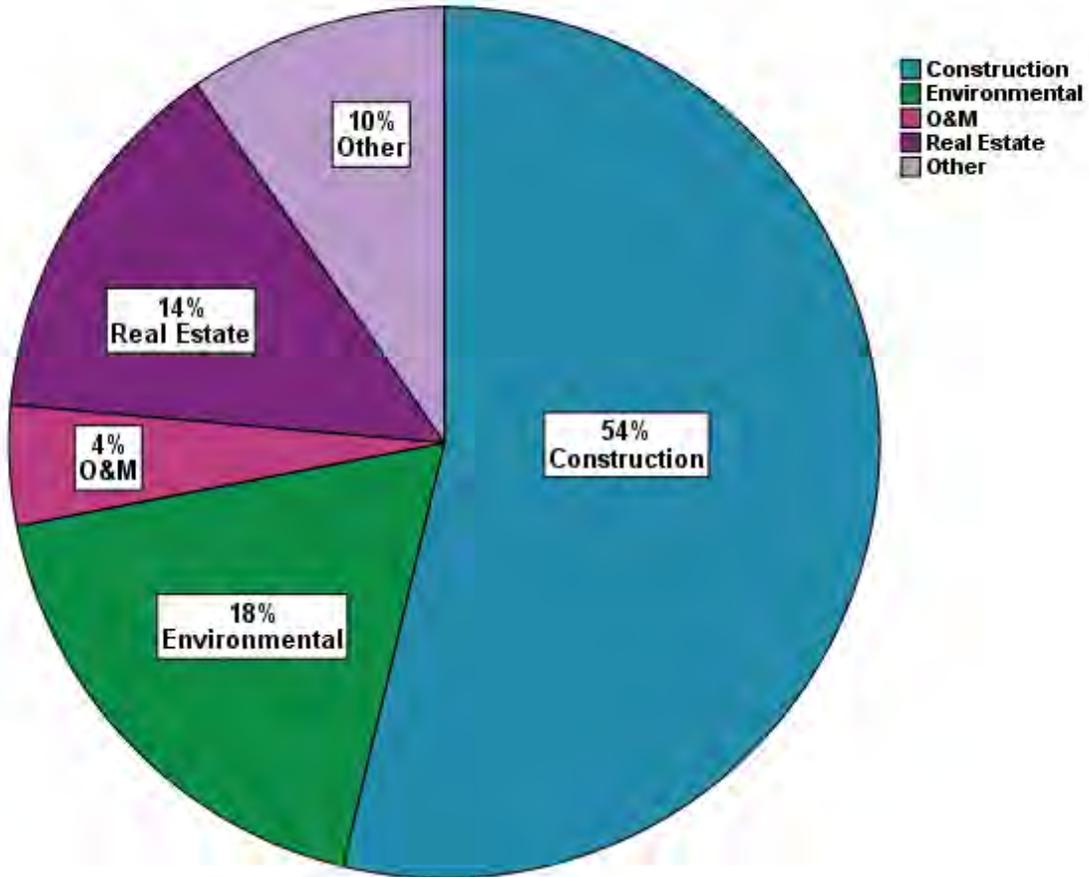


Figure 5: Primary Category of Work

The survey included all Military Districts. In addition some Civil Works Districts provide services to a small number of military and federal IIS customers. These districts also participated in the CEMP survey. Corps offices in the war theatre (Iraq & Afghanistan) have undergone reorganization during FY10-11. The office in Iraq, Gulf Region District is no longer active. Hence Transatlantic Division now includes two districts in Afghanistan, Afghanistan North District and Afghanistan South District and the Middle East District located in Winchester, VA (formerly the Transatlantic District (TAC)). The greatest proportion of responses was received from customers served by South Atlantic and North Atlantic Divisions (~18 % each). Mobile and Ft Worth districts had the greatest number of responses among districts.

Table 4: Corps Divisions

MSC	Count	Percent
LRD	91	7.3
MVD	28	2.2
NAD	231	18.4
NWD	145	11.6
POD	112	8.9
SAD	232	18.5
SPD	128	10.2
SWD	175	14.0
TAD	112	8.9
Total	1254	100.0

Corps Divisions FY10

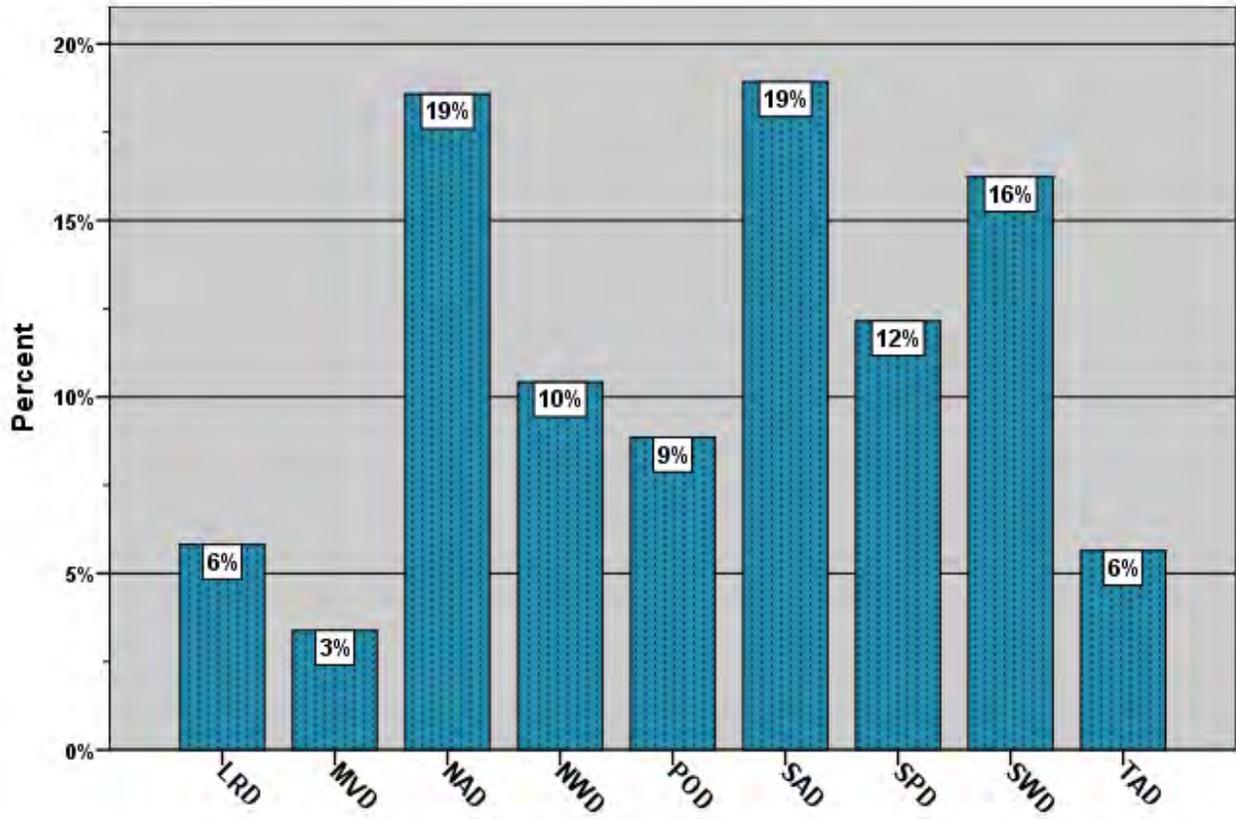


Figure 6: Customers by Corps Division

Table 5: Corps Districts

District	Count	Percent		District	Count	Percent
LRB	8	0.6		POA	47	3.7
LRC	1	0.1		POF	25	2.0
LRE	9	0.7		POH	20	1.6
LRH	11	0.9		POJ	20	1.6
LRL	52	4.1		SAC	31	2.5
LRN	10	0.8		SAJ	20	1.6
MVP	4	0.3		SAM	130	10.4
MVR	13	1.0		SAS	44	3.5
MVS	11	0.9		SAW	7	0.6
NAB	43	3.4		SPA	16	1.3
NAE	5	0.4		SPK	75	6.0
NAN	41	3.3		SPL	37	3.0
NAO	50	4.0		SWF	114	9.1
NAP	21	1.7		SWL	19	1.5
NAU	71	5.7		SWT	42	3.3
NWK	37	3.0		TAM	43	3.4
NWO	64	5.1		TAN	43	3.4
NWS	44	3.5		TAS	26	2.1
				Total	1254	100.0

§2.2 GENERAL SATISFACTION ITEMS

The general satisfaction indicators address customer relationship dynamics and general characteristics of services (such as quality, cost & timeliness). Respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High'. A score of '3' may be interpreted as mid-range, average or noncommittal. For purposes of the following discussion, response categories '1' ('Very Low') and '2' ('Low') will be collapsed together and referred to as the 'Low' category representing negative responses. Similarly, categories '4' ('High') and '5' ('Very High') will be collapsed and designated the 'High' category, representing positive responses. The following table depicts the responses to the eleven general customer satisfaction indicators. The first column beneath each response category represents the frequency or number of responses and the second column shows the percentage of valid responses⁶.

All mean general satisfaction scores were 'Green'⁷. The lowest mean score was 4.18 for S5: Reasonable Cost. Table B-1 in Appendix B displays mean scores for all 33 Survey items.

The majority of responses (79 percent or more) were positive for all eleven general performance questions. The two most highly rated items in this year's survey were 'Treats You as a Team Member' and 'Seeks Your Requirements' rated positively by 91 and 90 percent of respondents respectively. The items that elicited the greatest proportion of low ratings were 'Timely Services' and 'Reasonable Costs' at six percent low ratings each.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. A total of 84 percent of customers indicated the Corps would be their choice in the future. Conversely, five percent responded USACE would NOT be their choice for future projects and 11 percent were non-committal. For customers' overall level of satisfaction, 87 percent responded positively, four percent negatively and nine percent fell in the mid-range category. The noncommittal customers represent a critical subgroup of customers needing attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps. Detailed responses to these indicators (before collapsing categories) are displayed in Table B-2 of Appendix B so extreme responses can be identified ('Very Low' or 'Very High').

⁶ If customers select NA or fail to rate an item, the number of valid responses will be less than 1,152.

⁷ Mean satisfaction scores are rated according to following scale: $x \geq 4.00 = \text{'Green'}$; $(3.00 \leq x \leq 3.99 = \text{'Amber'}$ & $x < 3.00 = \text{'Red'}$).

Table 6: General Satisfaction Items

General Items	Low		Mid-range		High		Total	
	#	%	#	%	#	%	#	%
S1 Seeks Your Requirements	26	2.1	101	8.2	1100	89.6	1227	100.0
S2 Manages Effectively	62	5.0	120	9.7	1051	85.2	1233	100.0
S3 Treats You as a Team Member	39	3.1	75	6.0	1128	90.8	1242	100.0
S4 Resolves Your Concerns	56	4.5	112	9.0	1076	86.5	1244	100.0
S5 Timely Service	79	6.4	144	11.6	1020	82.1	1243	100.0
S6 Quality Product	41	3.3	99	8.0	1092	88.6	1232	100.0
S7 Reasonable Costs	70	6.0	172	14.7	925	79.3	1167	100.0
S8 Displays Flexibility	45	3.6	112	9.0	1084	87.3	1241	100.0
S9 Keeps You Informed	61	4.9	111	9.0	1062	86.1	1234	100.0
S10 Your Future Choice	58	4.8	133	11.0	1021	84.2	1212	100.0
S11 Overall Satisfaction	54	4.4	114	9.2	1072	86.5	1240	100.0

Green: Highest Rated

Red: Lowest Rated

§2.3 SPECIFIC SERVICES ITEMS

Items 12 through 33 of the Military Customer Survey solicit customers' opinions concerning 22 specific services and products. Again respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' All specific services items received a mean score of 4.11 or higher.

A large number of customers left one or more items blank in this section. The average percentage of non-response was 42 percent of the sample. The proportion of the sample who did not rate a specific service ranged from as low as 19 percent on Item 18: 'Project Management' to a high of 79 percent on Item 16: 'BRAC Support'.

The proportion of high ratings for the specific services items ranged from 77 to 90 percent. The most highly rated items were 'Investigation/Inspections (Non-Envir)' such as structural inspections, GIS surveys, and Transportation studies at 90% high ratings, 'Planning Support (Charettes, Master)' at 89 percent and 'End-User Satisfaction' at 89 percent positive ratings. The specific services that received the largest proportion of low ratings were 'Timely Construction' at 8 percent, Change Management (Mods etc)' at 6 percent and Real Estate at five percent low ratings. Although 'Timely Construction' has consistently been the lowest rated service over time the proportion of negative responses has decreased significantly since the survey began in FY95. Detailed responses to these 22 indicators (before

collapsing categories) are displayed in Table B-3 of Appendix B so extreme responses can be identified (Very Low or Very High).

Table 7: Specific Services Items

Specific Services	Low		Mid-range		High		Total	
	#	%	#	%	#	%	#	%
S12 Planning (Charettes, Master..)	15	2.0	70	9.3	667	88.7	752	100.0
S13 Investigations/Inspections	11	2.0	47	8.4	501	89.6	559	100.0
S14 Environmental Studies	9	1.7	55	10.3	472	88.1	536	100.0
S15 Environmental Compliance	9	1.8	51	9.9	454	88.3	514	100.0
S16 BRAC	3	1.1	29	11.0	232	87.9	264	100.0
S17 Real Estate	22	5.2	53	12.5	349	82.3	424	100.0
S18 Project Management	41	4.0	81	7.9	899	88.1	1021	100.0
S19 On-Site Project Mgmt	40	4.8	82	9.9	707	85.3	829	100.0
S20 Project Documents (1391s, 1354s..)	37	4.7	103	13.2	640	82.1	780	100.0
S21 Funds Management	35	3.7	131	13.9	779	82.4	945	100.0
S22 Cost Estimating	41	4.1	130	13.2	817	82.7	988	100.0
S23 Change Mgmt (Mods etc)	60	6.3	130	13.8	755	79.9	945	100.0
S24 Contracting Services	41	4.1	105	10.5	856	85.4	1002	100.0
S25 AE Services	29	3.9	86	11.6	627	84.5	742	100.0
S26 Engineering Design	34	4.6	90	12.2	614	83.2	738	100.0
S27 Construction Quality	25	3.4	75	10.2	638	86.4	738	100.0
S28 Timely Construction	62	8.1	113	14.8	586	77.0	761	100.0
S29 Construction Turnover	28	4.1	106	15.7	541	80.1	675	100.0
S30 Warranty Support	21	3.4	92	15.0	500	81.6	613	100.0
S31 End-user Satisfaction	19	2.6	65	8.9	648	88.5	732	100.0
S32 Maintainability of Construction	22	3.4	75	11.7	543	84.8	640	100.0
S33 Energy Conserv (LEED..)	14	2.1	71	10.6	585	87.3	670	100.0

Green: Highest Rated

Red: Lowest Rated

§2.4 CUSTOMER COMMENTS

The survey instrument includes a blank 'explanation' field next to each item and a text box at the end of the survey for general comments. Respondents were specifically asked to explain low ratings (below 3). All comments should be reviewed carefully. Survey participants rarely take the time to offer comments and when they do, they typically feel strongly about the issue they are addressing. Furthermore, each comment may represent up to eight additional customers who feel the same way but simply don't take the time to provide a comment.

A total of 903 customers (72%) submitted comments. Of these, 610 (67.6%) made overall favorable comments, 180 (20%) made negative comments and 85 (9.4%) customers' comments contained mixed information (positive and negative statements). A small number of customer comments (28 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details). Note that the total number of comments exceeds 903 as most customers mentioned several issues.

The survey item which received the greatest number of positive comments was 'Overall Satisfaction' (222 customers). The area of service that received the next highest number of positive comments was 'Keeps you Informed' (91 customers) followed by 'Timely Service' (84 Customers). There were a large number of positive comments about 'On-site Project Management' and 'Project Management' (83 and 70 customers respectively).

The items receiving the largest number of negative comments were 'Timely Service' (109 customers) and 'Reasonable Cost' (91 customers). The other areas of services that received a large number of negative comments were 'Change Management' (86 customers), 'Manages Effectively' (84 customers) and 'Timely Construction' (82 customers). Note that for a few areas such as 'Keeps You Informed' and 'Timely Service' have both numerous positive and negative comments suggesting the service the customer receives varies by district and likely by installation.

In the General Comments portion of the survey the most frequent positive comment was 'Compliments to Individuals/Staff' (346 customers). This outcome is seen year after year. The numerous compliments to Corps staff are particularly important given that customer loyalty engendered from strong relationships is at the heart of customer satisfaction.

In contrast, there were a number of general comments addressing district's failure to meet schedules (35 customers). This is also reflected in the number of negative comments regarding survey items that specifically address timeliness. Although great strides have been made in this area since the survey began Timeliness remains an important issue to USACE Military Programs customers.

In the previous two years there were an increasing number of negative comments about communication and project management services. These two issues did not receive a large number of comments this year. An issue that has emerged more recently concerns district workload management. There was 47 negative comments addressing issues such as 'Staff continuity/adequacy' and Staff overloaded' and 'Project understaffed'. This may be related to the number of comments relating to oversight of AE services and QA/QC activities.

Table 8: Summary of Item Comments

<u>Comments on Service Areas</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
S1 Seeks Your Requirements	28	33	61
S2 Manages Effectively	65	84	149
S3 Treats You as a Team Member	64	39	103
S4 Resolves Your Concerns	56	65	121
S5 Timely Service	84	109	193
S6 Quality Product	47	56	103
S7 Reasonable Cost	37	91	128
S8 Displays Flexibility	59	58	117
S9 Keeps You Informed	91	81	172
S10 Your Choice for Future Work	50	72	122
S11 Overall Satisfaction	222	43	265
S12 Planning (Charettes, Master..)	41	29	70
S13 Investigations/Inspections	27	17	44
S14 Environmental Studies	22	13	35
S15 Environmental Compliance	27	13	40
S16 BRAC	11	11	22
S17 Real Estate	51	35	86
S18 Project Management	70	50	120
S19 On-Site Project Mgmt	83	66	149
S20 Project Documents (1391s, 1354s..)	28	55	83
S21 Funds Management	37	44	81
S22 Cost Estimating	30	64	94
S23 Change Mgmt (Mods etc)	35	86	121
S24 Contracting Services	53	54	107
S25 AE Services	35	58	93
S26 Engineering Design	32	55	87
S27 Construction Quality	32	48	80
S28 Timely Construction	35	82	117
S29 Construction Turnover	18	40	58
S30 Warranty Support	16	31	47
S31 End-user Satisfaction	25	25	50

<u>Comments on Service Areas</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
S32 Maintainability of Construction	17	32	49
S33 Energy Conservation (LEED, etc)	30	26	56
Total	1558	1665	3223

Table 9: General Comments

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
Comments re: Staff/Individuals	346	3	349
Professionalism	57	1	58
Responsiveness	50	7	57
Meeting Schedule	4	35	39
Communication	14	24	38
Staff Overloaded/ Project Understaffed	2	31	33
Control/Oversight of AE	5	27	32
Customer Focus	8	24	32
Improvement in Service	31	1	32
Relationship	26	3	29
Technical Knowledge / Expertise	23	4	27
Staff Continuity	8	16	24
Accountability - AE	1	16	17
Pro-active	10	7	17
QA/QC	2	13	15
HVAC	0	14	14
mod's (cost/timeliness)	1	12	13
Lessons Learned	4	8	12
Partnership	12	0	12
Year-end work	9	2	11
Project Closeout	0	10	10
Coordination	1	9	10
Design Review	1	9	10
Meet Budget	6	4	10
Accommodating War Theater	1	8	9
Small project work	3	6	9
Contractor Quality	0	7	7
Line Item review	4	3	7
MILCON Support	5	2	7
As-builts	0	6	6
Customer Survey	0	6	6
Internal Communication	0	6	6
Design-Builds	2	4	6
Funds Availability	0	5	5
Accountability - COE	0	4	4
SBA/8A Contract Services	0	4	4

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
Centers of Standardization	0	4	4
Collaboration	2	2	4
Environmental Services	4	0	4
Fuel Systems Projects	2	1	3
O&M Services	2	1	3
Reachback Support	3	0	3
Impacts due to COE Policy/Org	0	2	2
Site visits	0	2	2
Value for \$	0	2	2
Furniture procurement	1	1	2
Transparency	1	1	2
Construction Support	0	1	1
District to District Coordination	0	1	1
Financial Info/Reporting	0	1	1
Innovative	0	1	1
IT Support	0	1	1
Legal Services	0	1	1
Landscaping	0	1	1
MATOC	0	1	1
Late payments	0	1	1
MMRP program	0	1	1
OH Charges	0	1	1
Review Time	0	1	1
Security features	0	1	1
SOW/Bid Package	0	1	1
Status Reports	0	1	1
GIS services	1	0	1
Janitorial Services	1	0	1
MOU effectiveness	1	0	1
Safety Issues	1	0	1
Upper Mgmt Support	1	0	1
Total	656	372	1028

§3.0 Comparison of Ratings by Customer Subgroups

Several analyses were conducted to zero in on specific customer subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. These analyses can reveal hidden pockets of very satisfied or dissatisfied customers that may be obscured in the aggregation of Corps-wide ratings. Comparative analyses were conducted to examine ratings by major customer group (Air Force vs. Army vs. Other DoD vs. IIS) and primary work category (Construction vs. Environmental vs. 'Other').

§3.1 Ratings by Customer Group

The first analysis compares customer satisfaction ratings for Air Force, Army, Other DoD, and IIS customers. Ratings for all satisfaction indicators were examined. Ratings among the customer groups were very comparable for all but two satisfaction indicators. They were: S1 'Seeks Your Requirements' where Air Force and IIS customers provided significantly higher ratings than Army and S25 'AE services' where Army and Other DoD ratings were significantly higher than Air Force. In the FY09 Survey statistically significant differences in ratings were found for five services: 'Manages Effectively', 'Reasonable Cost', 'Your Future Choice', 'Project Management', and 'Funds Management'. Last year (FY10) there was a significant difference in only one area. This homogeneity in ratings by customer group for the past two years implies consistency in delivery of services, a very positive outcome.

Even though differences in ratings are smaller each year and were not large enough to be statistically significant, a fairly consistent pattern has held true for many years in these comparative analyses. Air Force customers are the most satisfied customer group. It is important to note however, that all subgroup mean scores were rated 'Green' (≥ 4.00). A detailed table presenting Air Force, Army, Other DoD and IIS item mean scores and sample sizes is located in Appendix Table B-3.

Table 10: Summary of Ratings by Customer Group FY11

Item	Statistically Significant Differences
S1 Seeks Your Requirements	AF, IIS > Army
S25 A/E Services	Army, Other DoD > AF

Ratings by Customer Group FY11

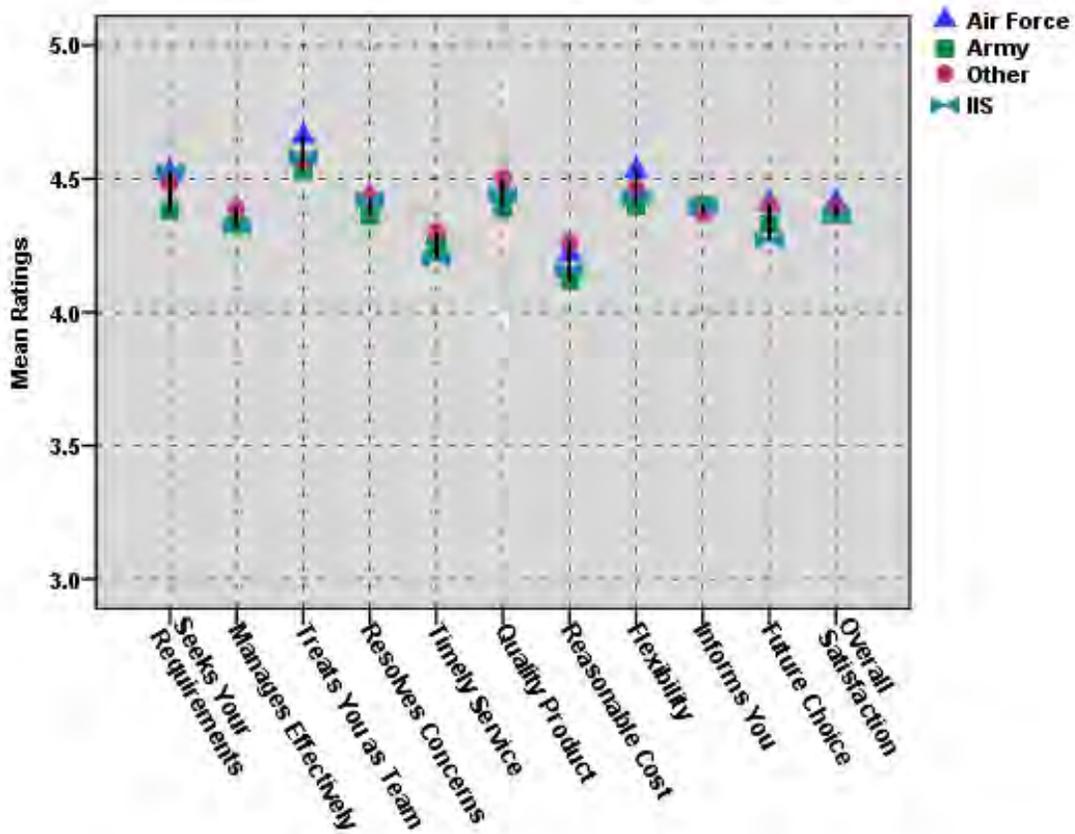
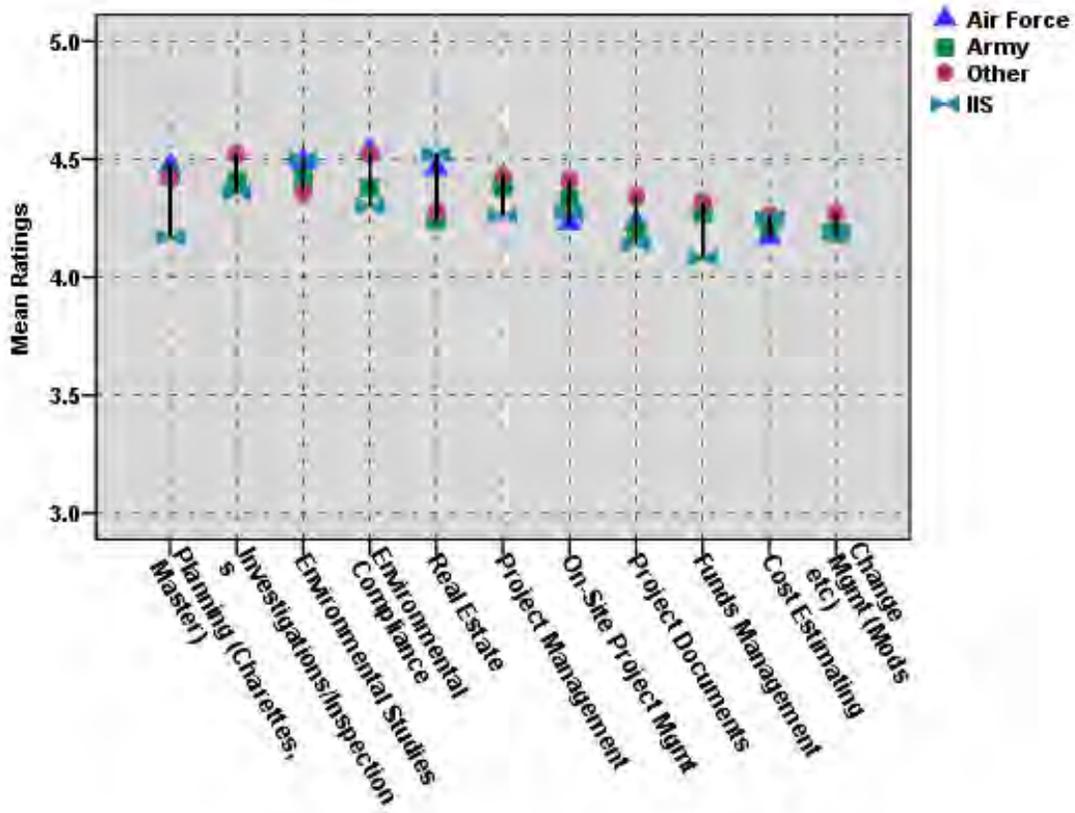
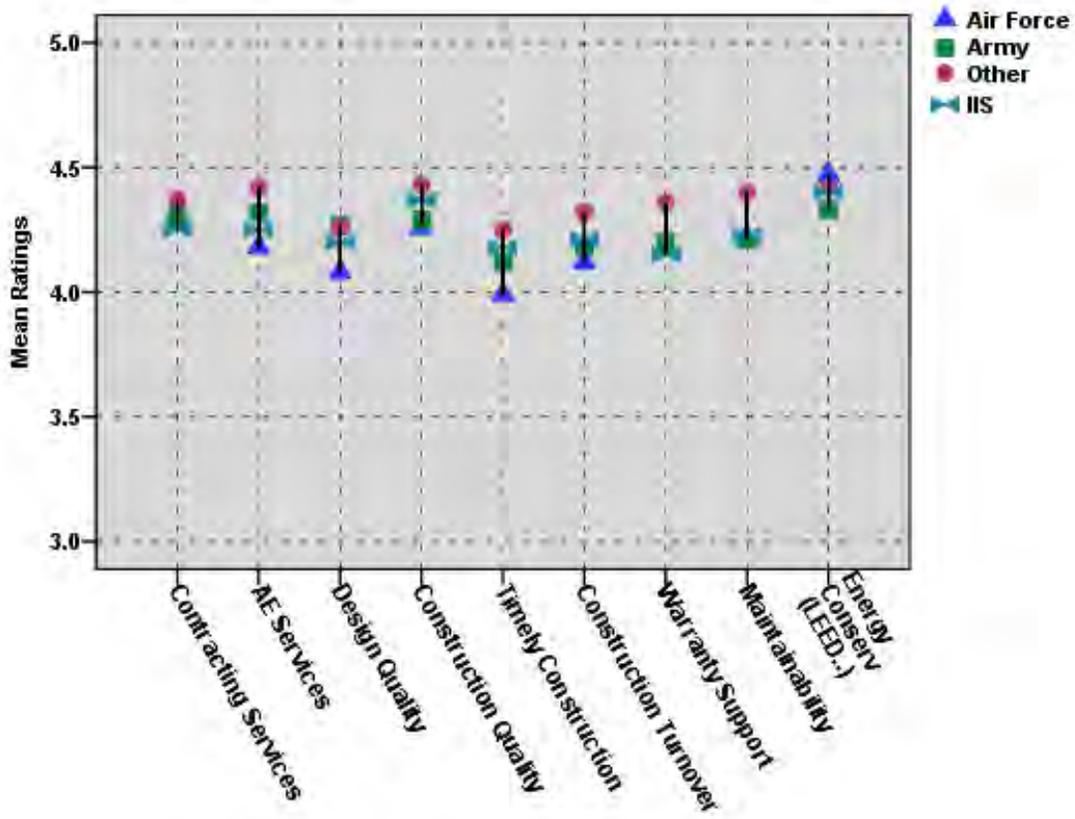


Figure 7: Ratings by Customer Group

Ratings by Customer Group FY11



Ratings by Customer Group FY11



3.2 Ratings by Primary Category of Work

Comparisons of ratings from Construction, Environmental and 'Other'⁸ customers were performed for selected satisfaction indicators. They included the General Satisfaction questions (Items 1-12) plus the Specific Services items that are applicable to all work categories: 'Project Management', 'Project Documents', 'Funds Management', 'Cost Estimating', 'Change Management', 'Contracting Services', and 'A/E Contracts'. A very clear pattern emerged in these comparisons as illustrated in the graphs below. Environmental and 'Other' customers were the most satisfied and Construction the least satisfied. In FY09 and FY10 there were significant differences in ratings for all (18) survey items examined. The same is true this year.

Environmental and 'Other' customer ratings were statistically significantly higher than Construction and 'Other' ratings in almost every services area. And in several areas Environmental customer ratings were significantly higher than 'Other' customers as well. The direction of the differences is consistent with previous years however; the size of the gap between group mean scores has been decreasing over time suggesting a trend to greater homogeneity compared to early years of the survey. Although Construction customer ratings were often well below Environmental ratings, none of the subgroup mean scores fell in the Amber zone ($3.00 \leq x \leq 3.99$). Table B-4 in Appendix B displays mean subgroup scores and sample sizes.

⁸ Real Estate, O&M & 'Other' customers were combined into this subgroup.

Table 11: Summary of Ratings by Work Category FY11

S1 Seeks Your Requirements	Env & Other > Constr
S2 Manages Effectively	Env & Other > Constr
S3 Treats You as a Team Member	Env & Other > Constr
S4 Resolves Your Concerns	Env & Other > Constr
S5 Timely Service	Env & Other > Constr
S6 Quality Product	Env & Other > Constr
	Env > Other
S7 Reasonable Cost	Env & Other > Constr
S8 Displays Flexibility	Env & Other > Constr
	Env > Other
S9 Keeps You Informed	Env & Other > Constr
S10 Your Choice for Future Work	Env & Other > Constr
S11 Overall Satisfaction	Env & Other > Constr
S18 Project Management	Env & Other > Constr
S20 Project Documents (1391s, 1354s..)	Env > Constr
S21 Funds Management	Env > Constr & Other
S22 Cost Estimating	Env & Other > Constr
	Env > Other
S23 Change Mgmt (Mods etc)	Env & Other > Constr
	Env > Other
S24 Contracting Services	Env > Constr & Other
S25 AE Services	Env & Other > Constr

Ratings by Work Category FY11

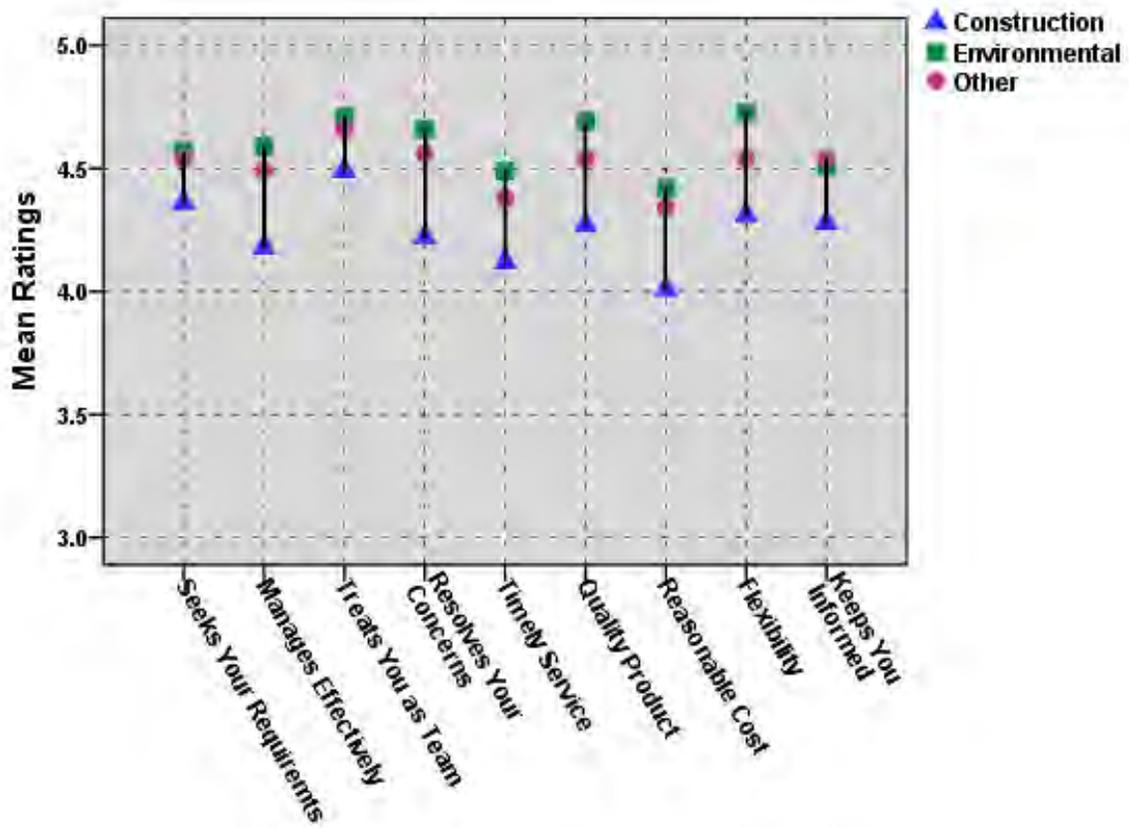
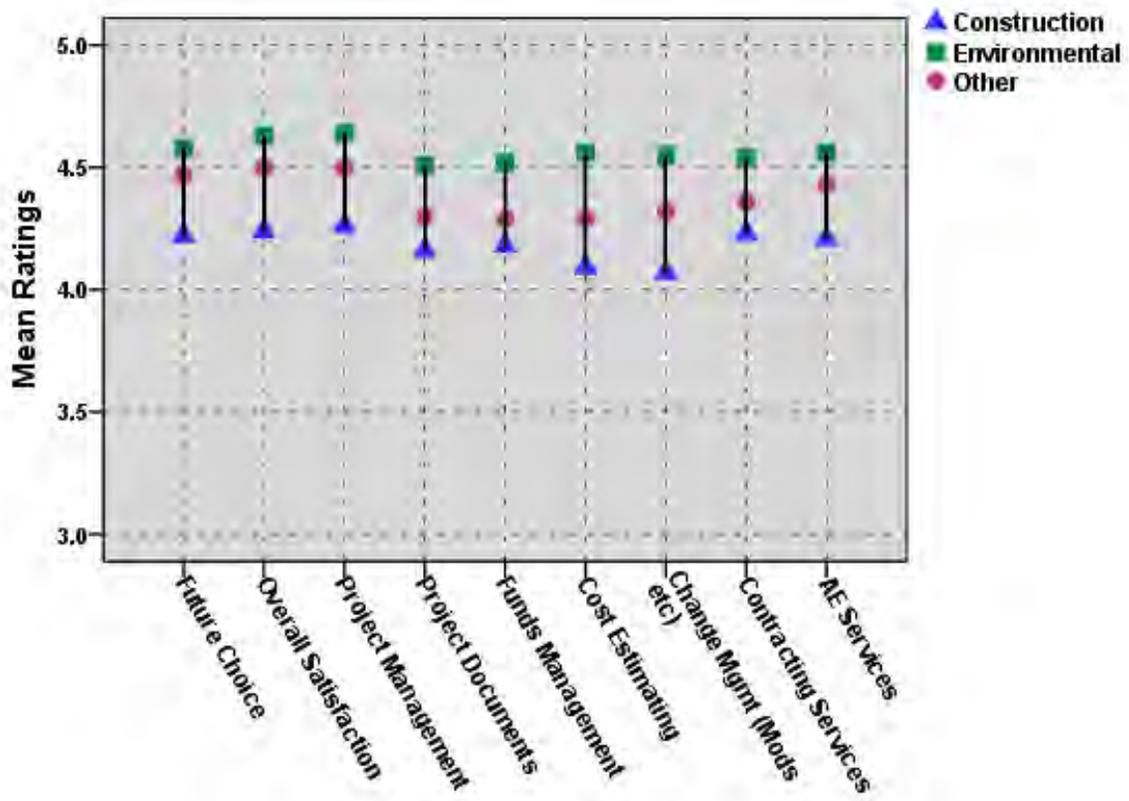


Figure 8: Ratings by Category of Work

Ratings by Work Category FY11



3.3 Ten-Year Trends by Customer Group

The Corps Military Programs Customer Satisfaction Survey has been administered since FY95. The following analysis tracks the past ten years in customers' assessment data. The analysis juxtaposes the trends in Air Force, Army, 'Other DoD' and IIS customer ratings. The 'Other DoD' group represents responses from agencies such as DLA, DoDEA, DeCA, Marine Corps, Navy, Joint and Combat commands, etc (see Appendix C, Table C5). This analysis summarizes up to 2,417 Air Force customer responses; 3,785 Army, 1,392 'Other DoD' and 911 IIS responses. The number of surveys received by customer group by year is displayed below. The numbers of actual valid responses vary by item. The number of responses by Division and District by year is shown in Appendix B, Tables B-6 and B-7.

Table 12: Number of Responses by Customer Group & Survey Year

Survey Year	Air Force	Army	Other DoD	IIS	Total
FY02	190	251	83	47	571
FY03	179	249	93	43	564
FY04	194	261	112	59	626
FY05	212	334	93	56	695
FY06	217	368	117	74	776
FY07	230	388	157	61	836
FY08	249	425	139	138	951
FY09	292	445	196	147	1080
FY10	316	484	193	159	1152
FY11	338	580	209	127	1254
Total	2417	3785	1392	911	8505

Overall, there has been a gradual upward trend in ratings since FY03 for all customer groups although the rate of increase has is much smaller than in early years of the survey. However, some areas saw greater rates of increase such as S7: 'Reasonable Costs', S27: 'Construction Quality' and S28: 'Timely Construction'. All services are now 'Green' (mean ≥ 4.0). Ratings in FY08 attained the highest level since the survey began and seem to have stabilized at a fairly high level; many close to a mean of 4.5.

Air Force customers' ratings have generally increased since FY03 and for most areas have stabilized at a very high level for the previous six years (FY06-11). Nearly all yearly mean ratings have been Green since FY06 except 'Timely Completion of Construction'. This area has fallen into the Amber zone for three of the previous six years (mean score

in FY11 = 3.99). 'Reasonable Costs' was Amber in early years but has been Green for the last five.

Three Air Force services have displayed slight downward trends for the last three years. These are 'AE Services', Engineering Design Quality' and 'Timely Completion of Construction'. These areas warrant vigilance as the current year scores are approaching Amber. The only other area that may warrant concern is 'Real Estate Services' due to the erratic nature of ratings over the period of analyses.

Overall, Army customers' ratings displayed very stable trends since FY03, moving upward in a consistent pattern. The greatest improvement in customer satisfaction had clearly been demonstrated among Army customers (due in part to the fact that Army ratings were initially the lowest of the customer groups). In FY08 ratings for Army customers attained the highest level of satisfaction in all areas since the survey began. Several of the General Satisfaction services (S1-S11) displayed slight decreasing trends from FY08-10 but seem to be turning upward in FY11. Almost all specific services have been stable over the last 5 years (FY07-11). Although in early years there were many services rated as Amber, since FY06 all services have been Green. The only exception (Reasonable Costs) was very close to Green at a mean score of 3.95 in FY07.

The trends in 'Other DoD' customer ratings have been more erratic than Air Force or Army. This may be explained by the fact that the composition of this customer base is more variable from year to year. In most areas the highest ratings were achieved in FY08 with a slight decline or stabilization through FY10. Even though the trends have not displayed a consistent upward pattern nearly all services have been Green since FY07. FY11 ratings are Green for all service areas and are among the highest received from this group over the entire 10-year cycle.

IIS customers have historically been among the most satisfied compared to the other customer groups. This is no longer the case as satisfaction ratings for the other subgroups have increased. IIS customer ratings displayed a downward trend during the period FY07-09 although all except Funds Management' remained Green. Almost all areas showed a notable upward spike in FY10. Mean ratings for FY11 were relatively unchanged from FY10 scores. All services remain Green.

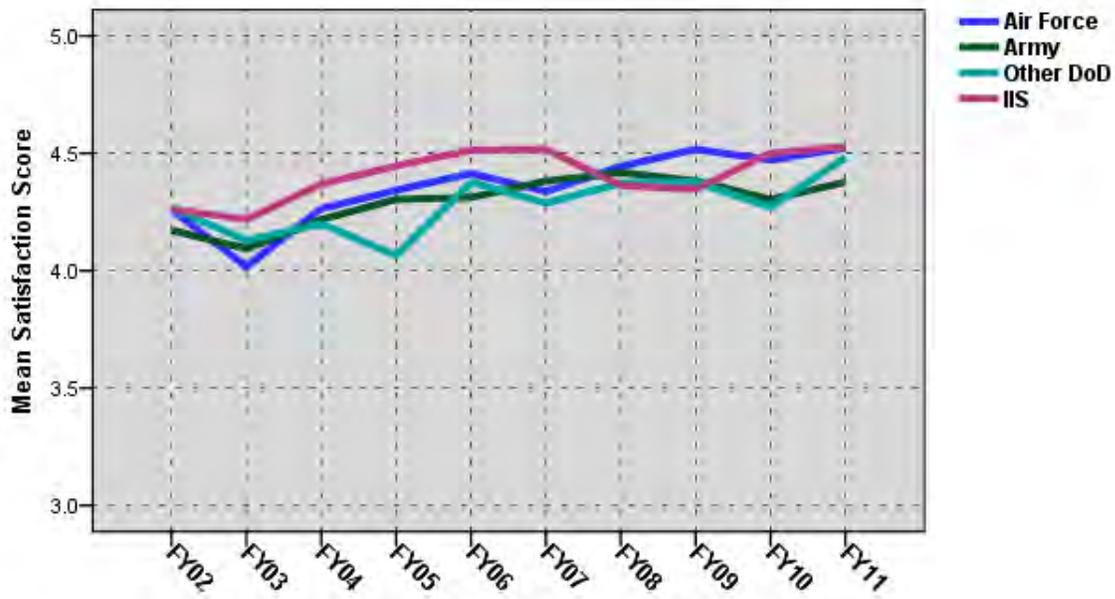
Some readers may find it easier to discern trends by reviewing individual bar graphs for each of the four customer groups separately. These graphs are available on the CEMP Homepage

<http://www.usace.army.mil/CEMP/Pages/CoreMissions.aspx>

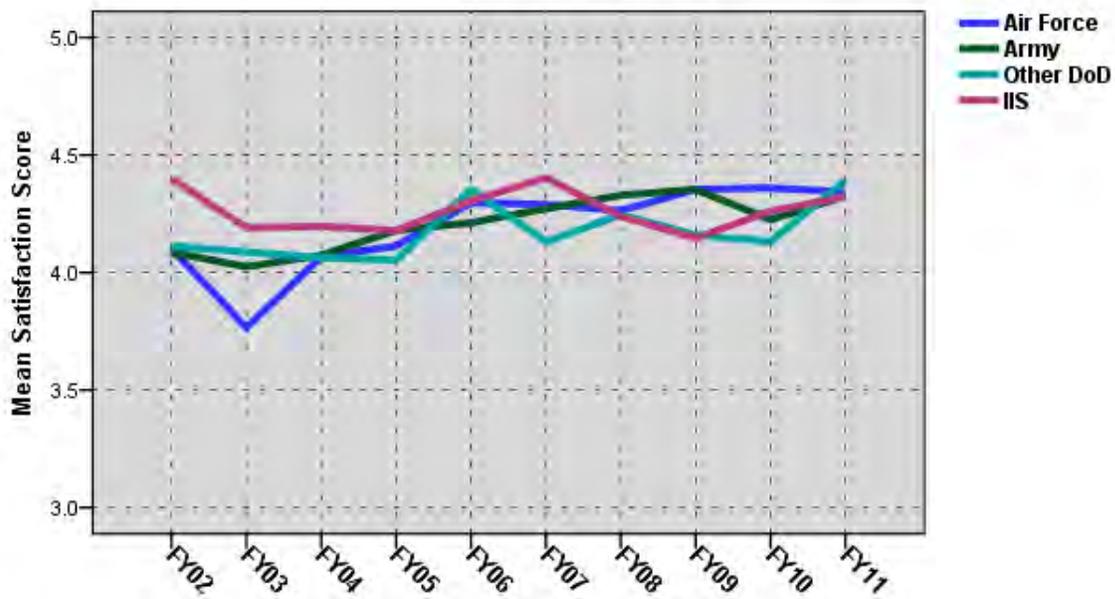
Simply 'CTRL-Click' or copy and paste this link into your web browser. You may select the 'Survey Trend Charts' for each customer group or you may contact the author of this report for assistance.

General Satisfaction Items

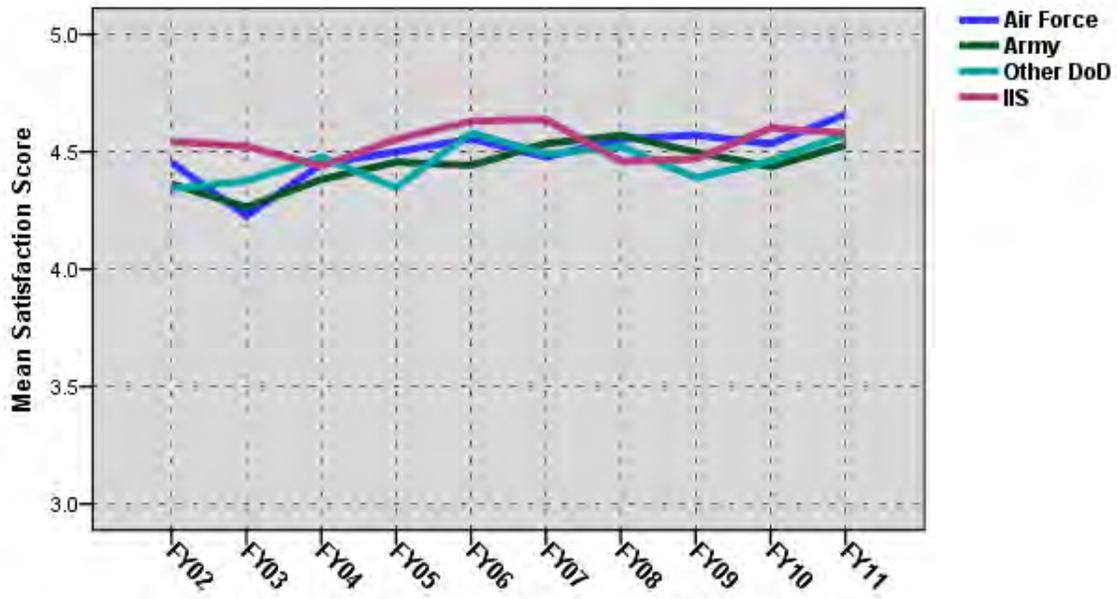
S1: Seeks Your Requirements



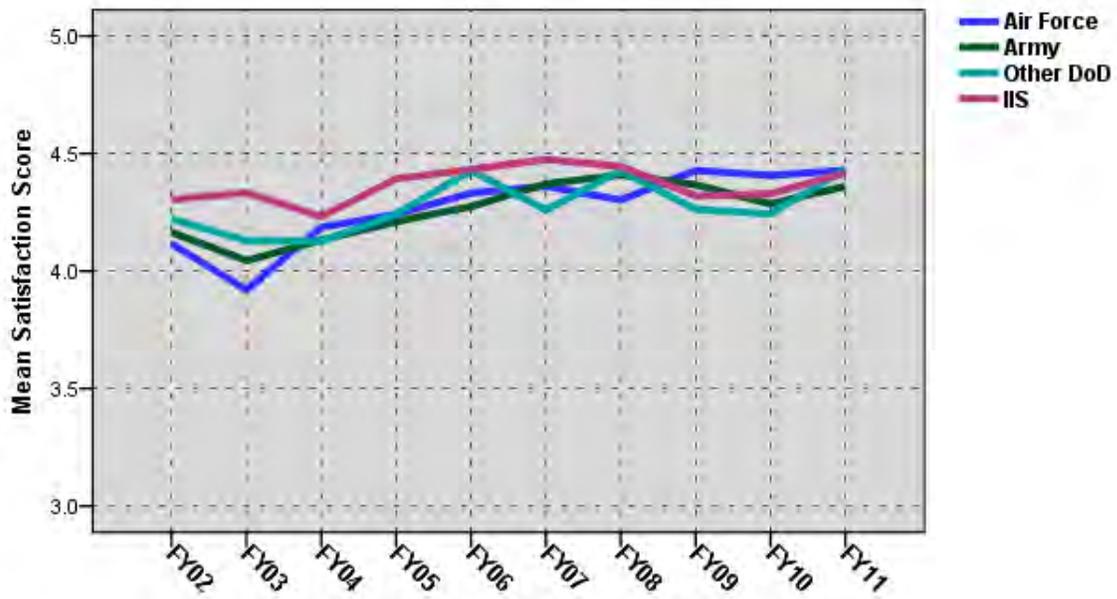
S2: Manages Effectively



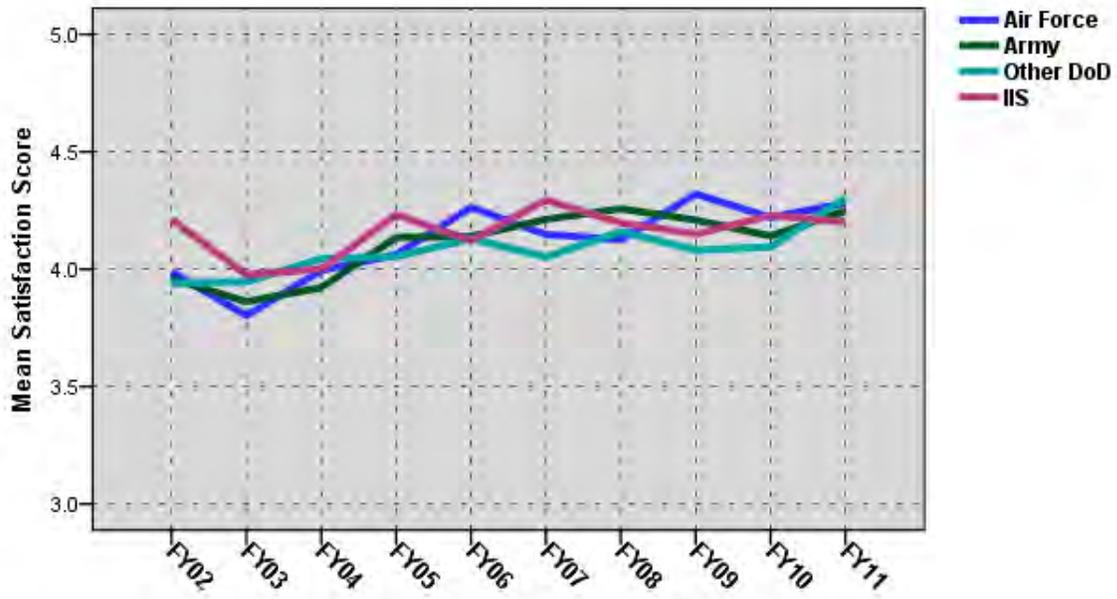
S3: Treats You as Team Member



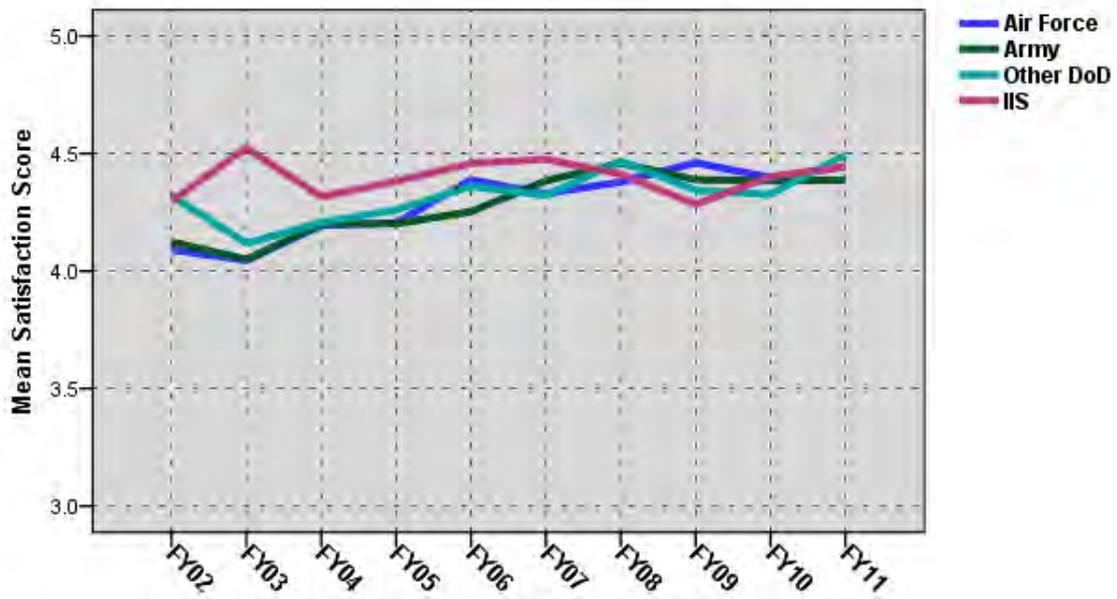
S4: Resolves Your Concerns



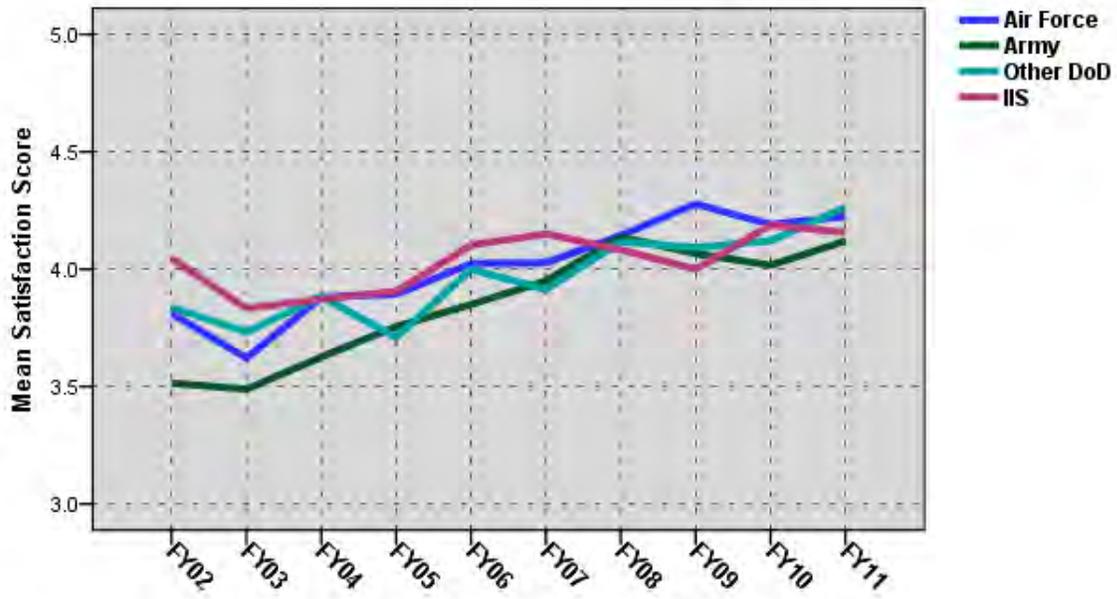
S5: Provides Timely Services



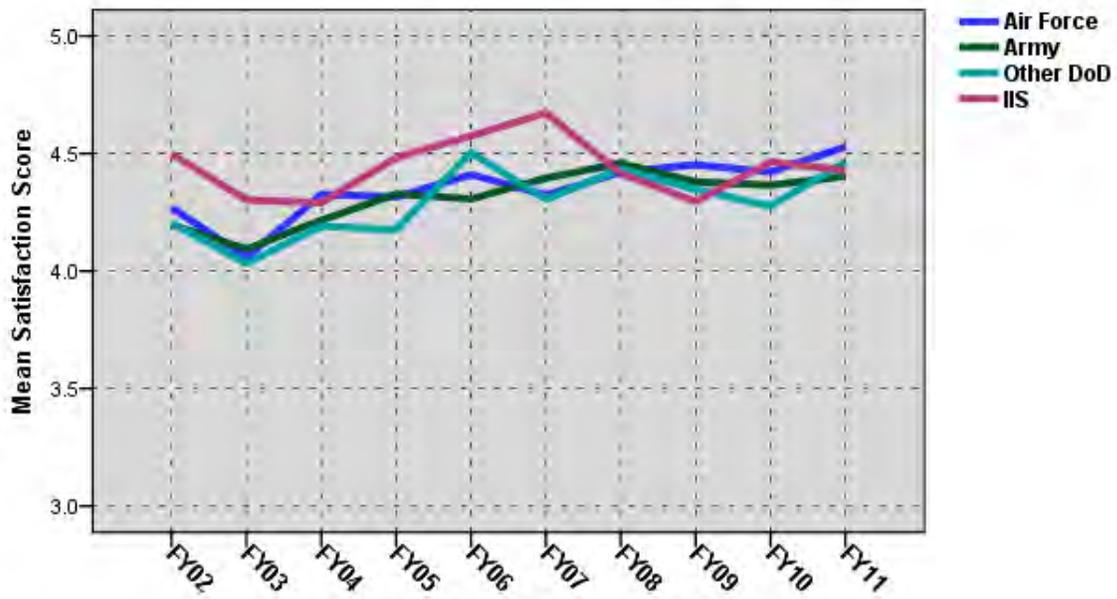
S6: Delivers Quality Products



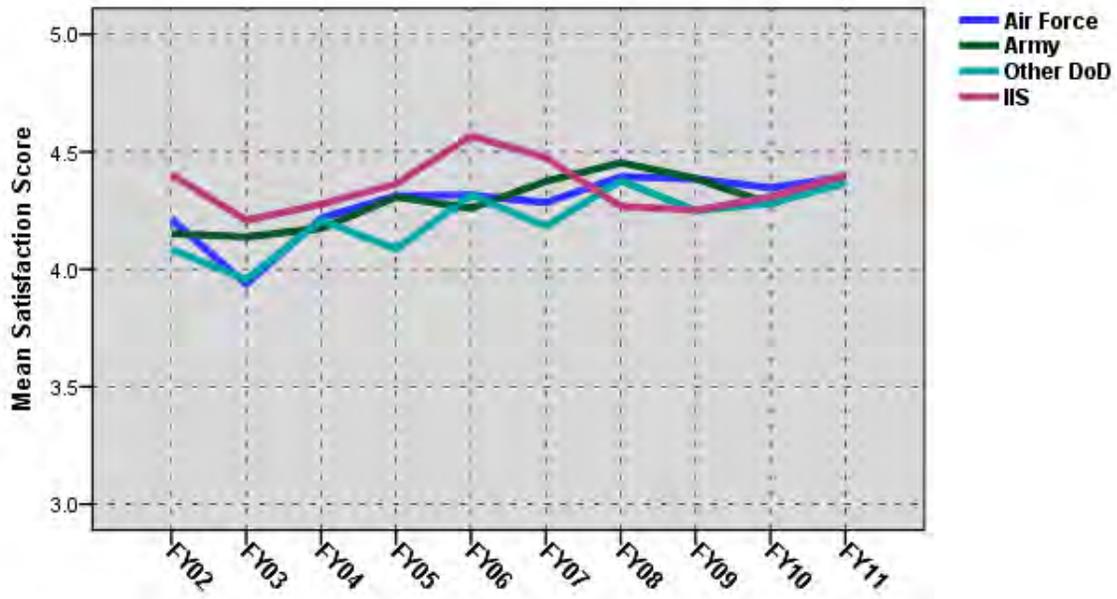
S7: Products at Reasonable Cost



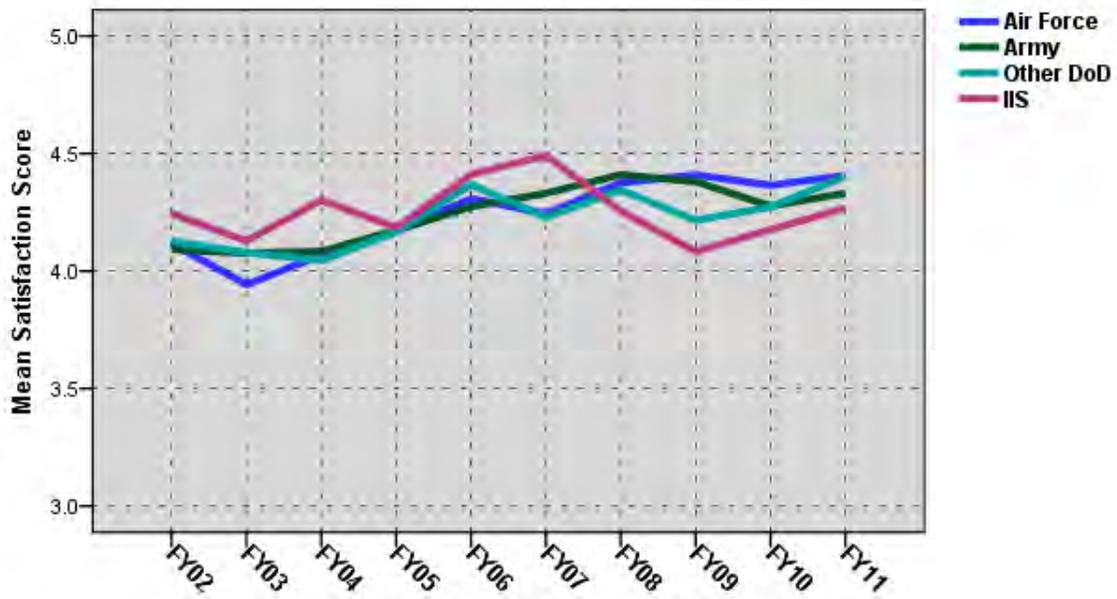
S8: Flexible to Your Needs



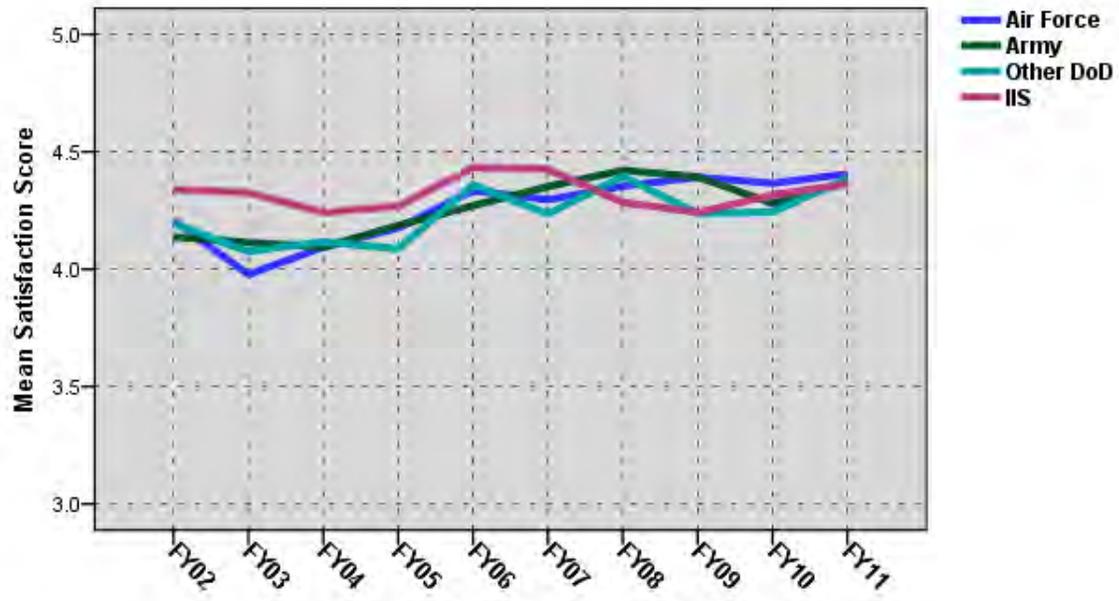
S9: Keeps You Informed



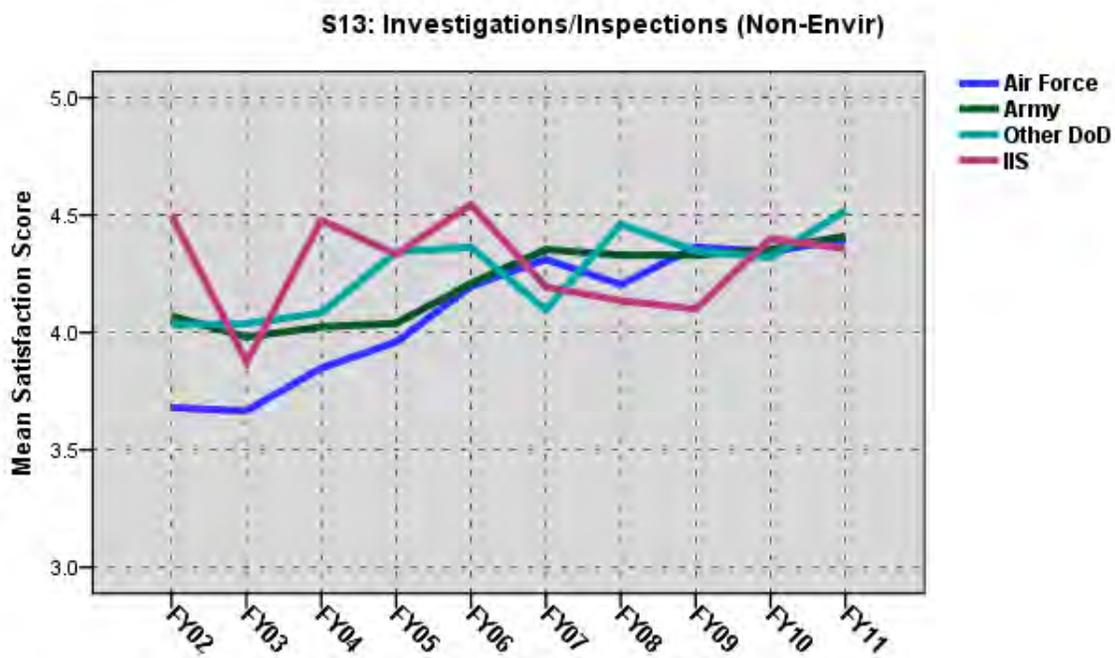
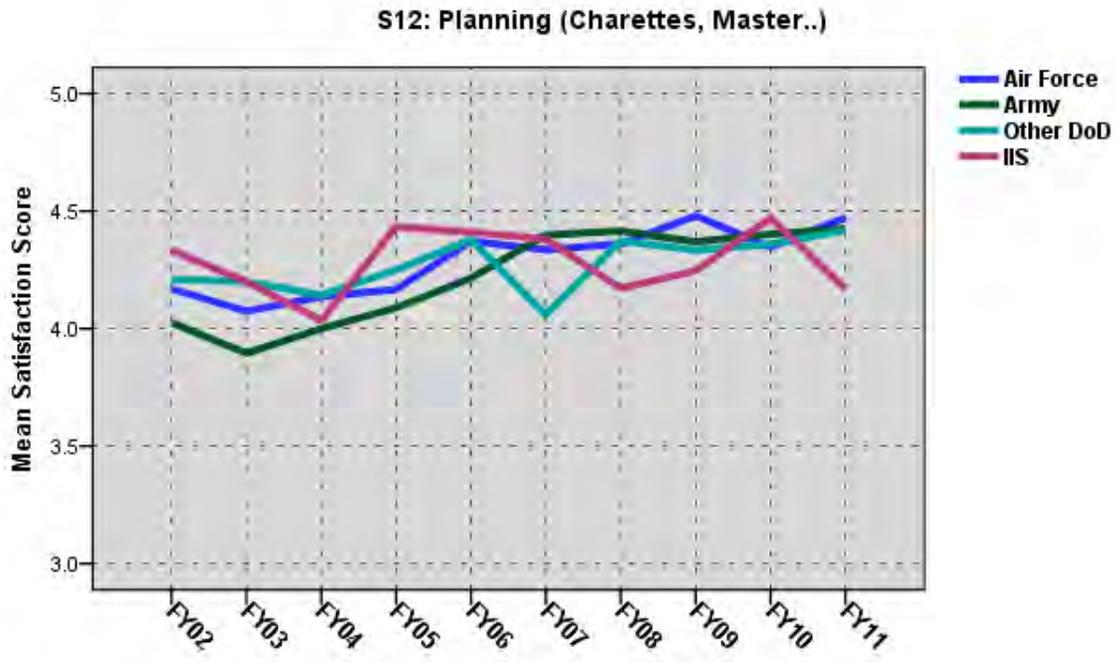
S10: Your Choice in the Future



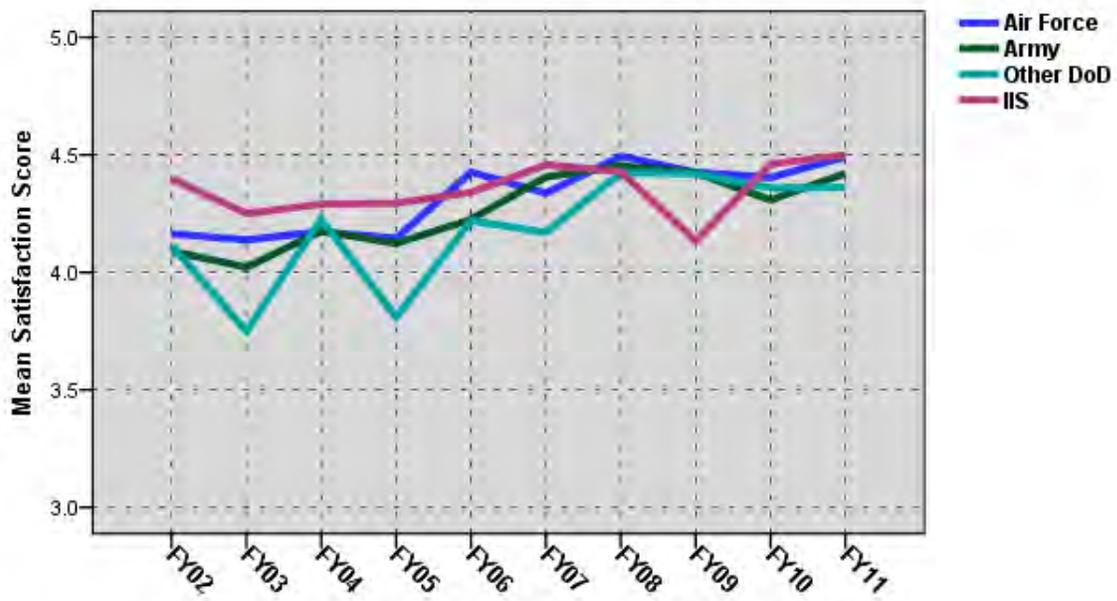
S11: Your Overall Satisfaction



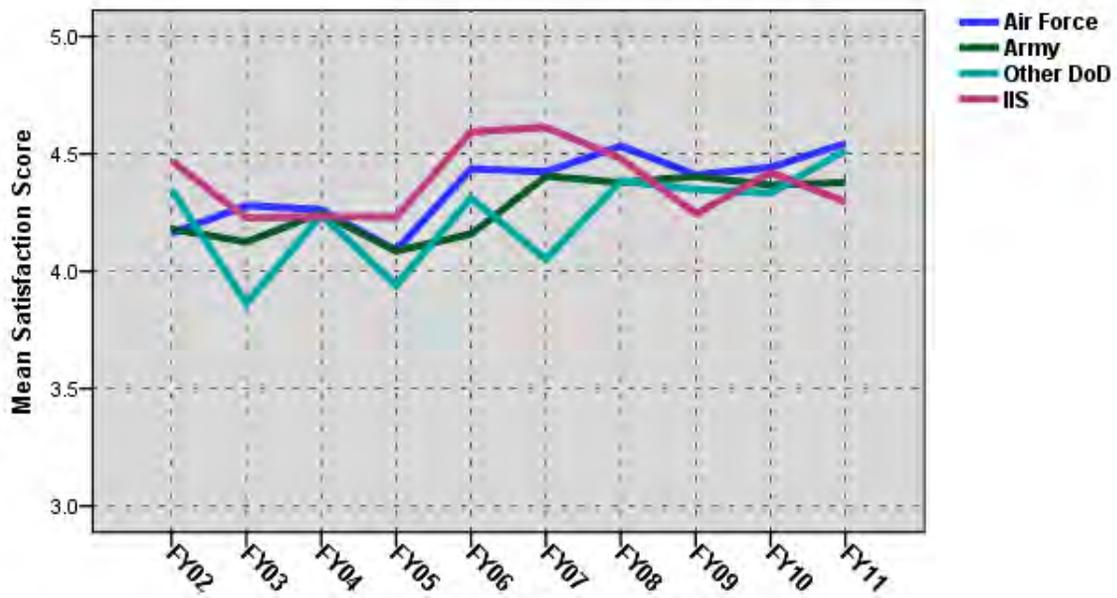
Specific Services



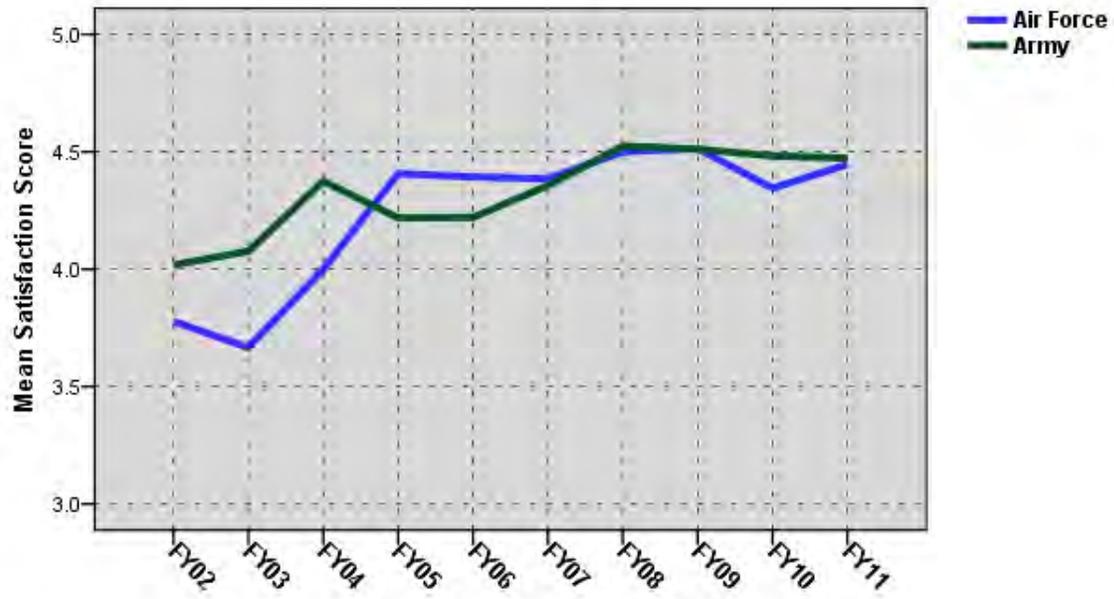
S14: Environmental Studies



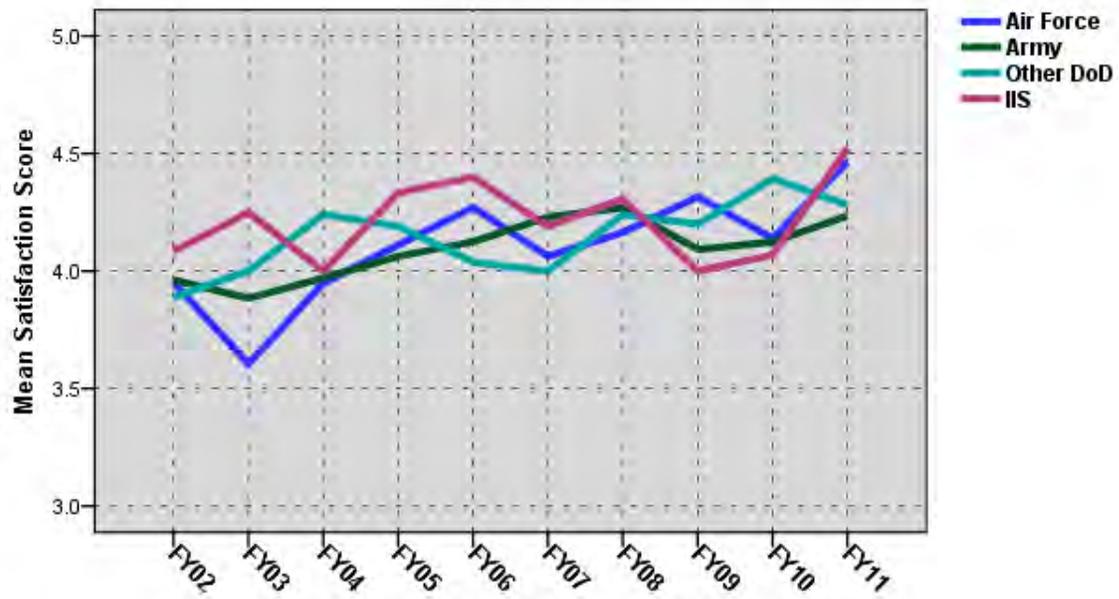
S15: Environmental Compliance



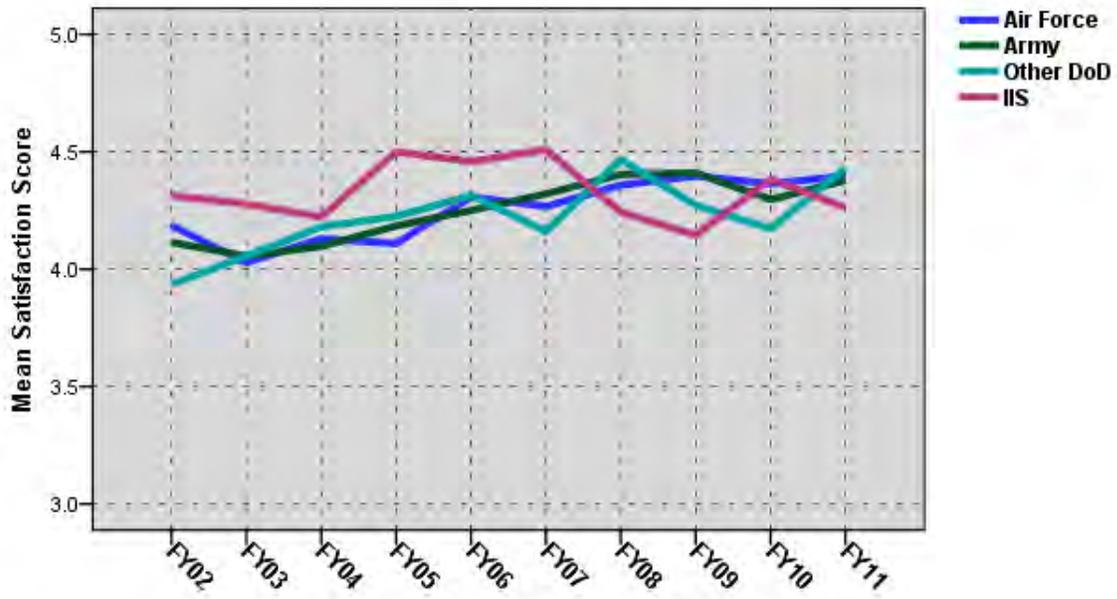
S16: BRAC



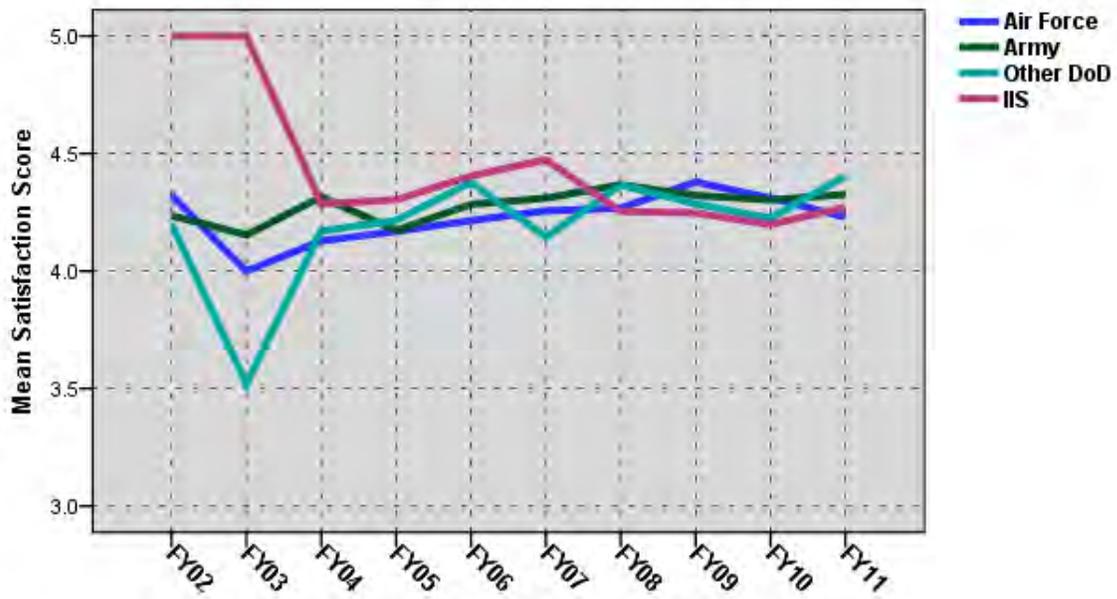
S17: Real Estate Services



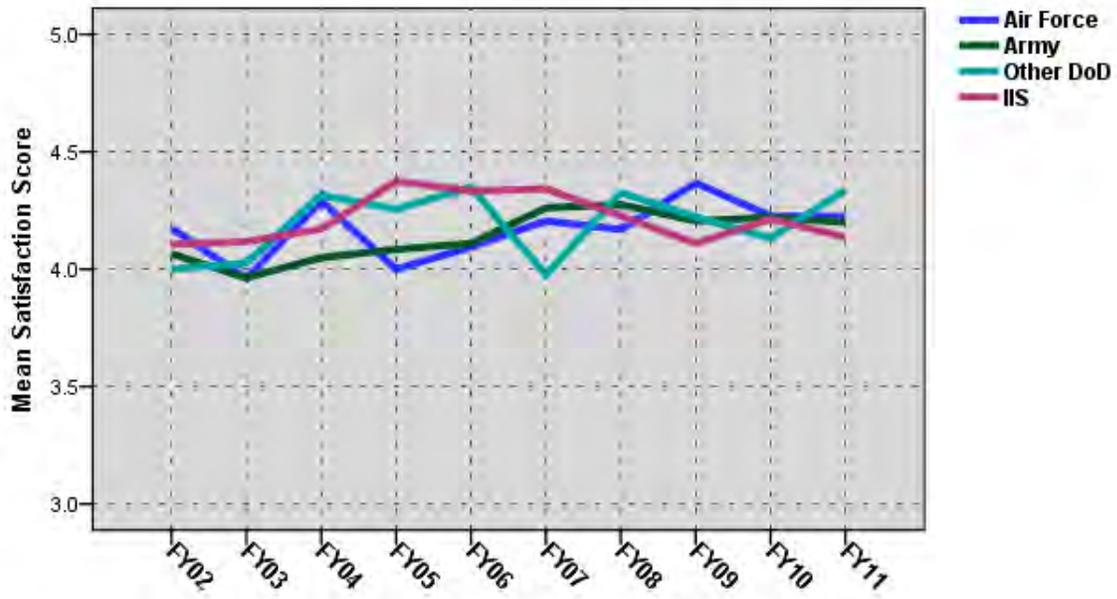
S18: Project Management



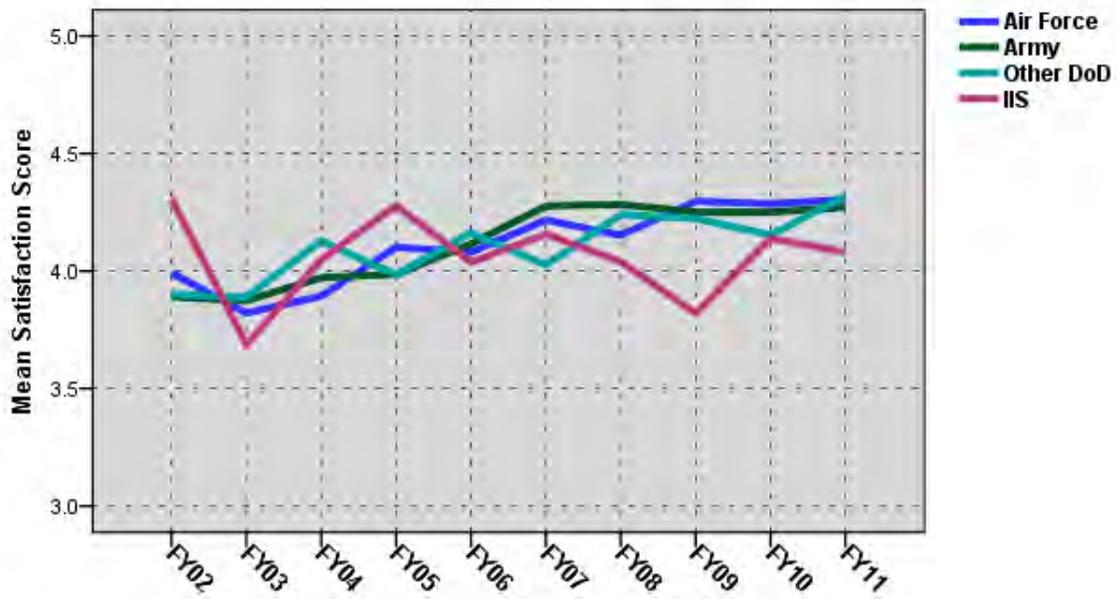
S19: On-Site Project Mgmt



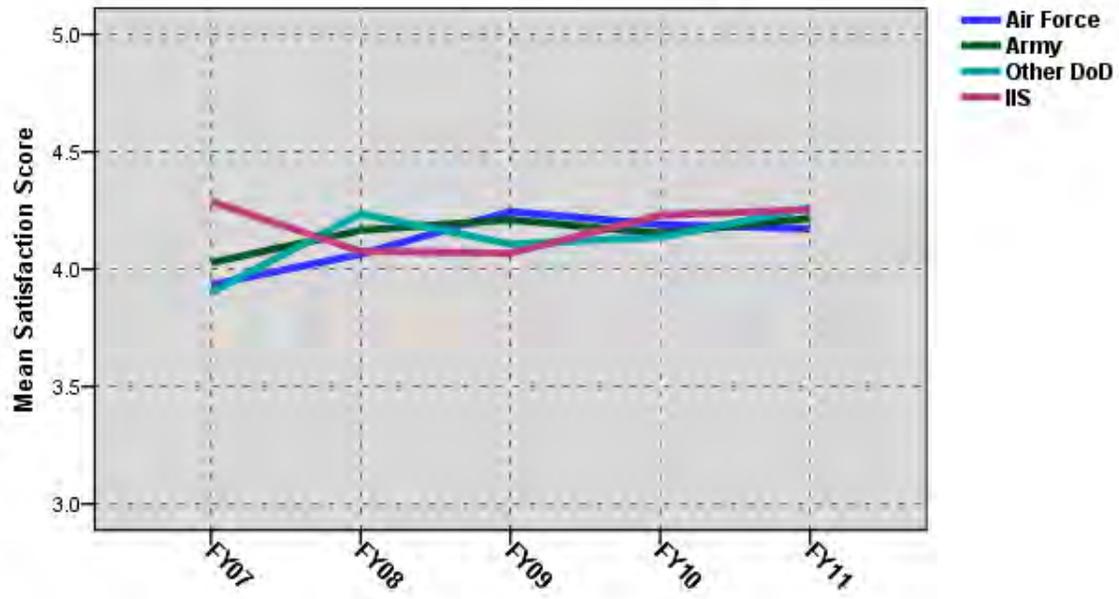
S20: Project Documents (1354s, 1391s..)



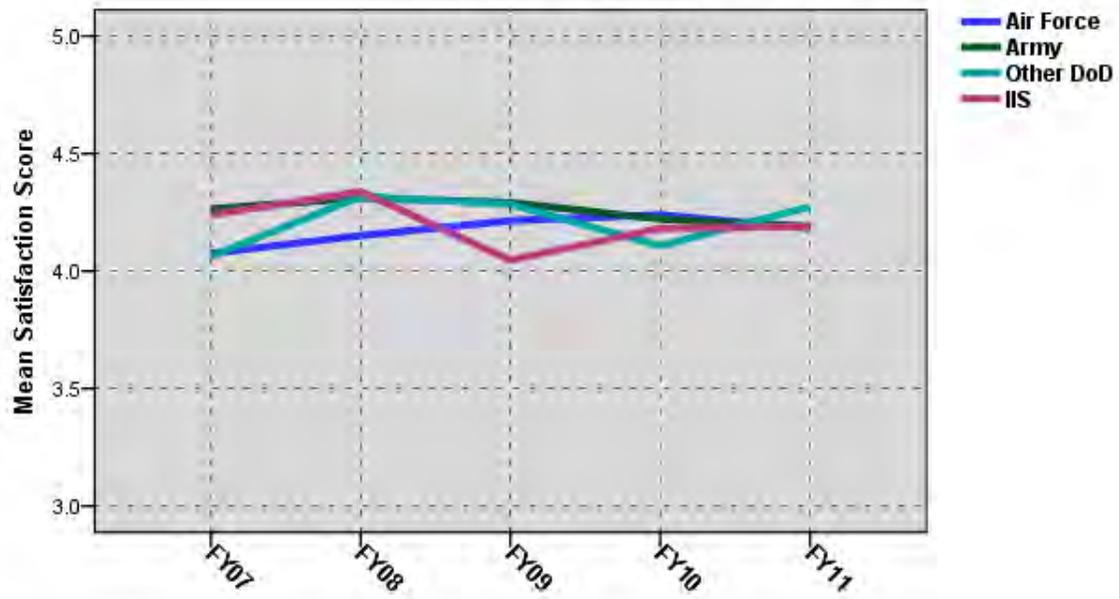
S21: Funds Management



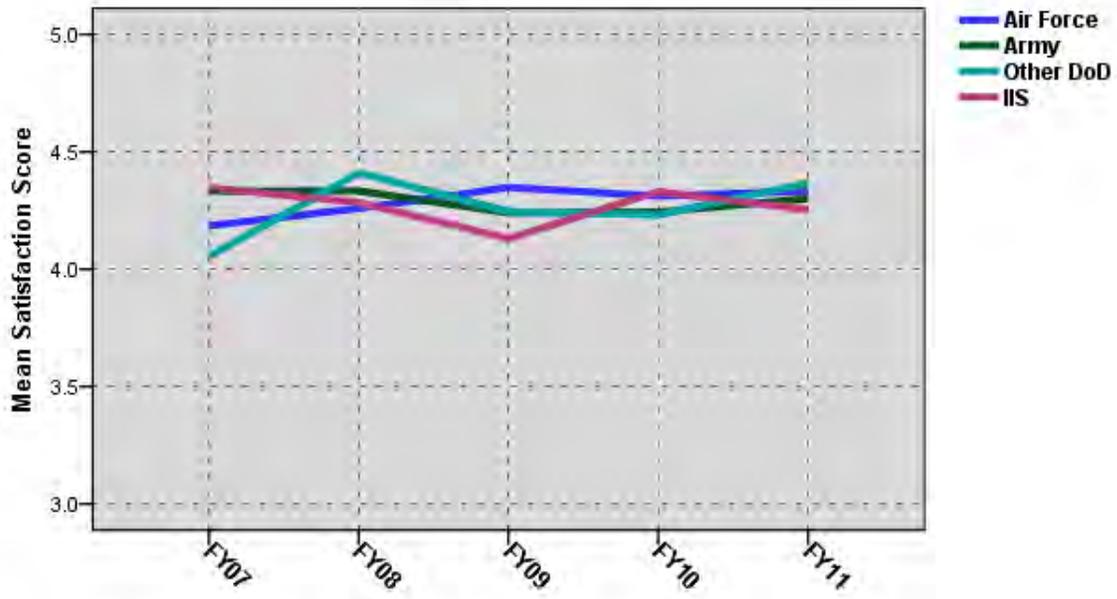
S22: Cost Estimating



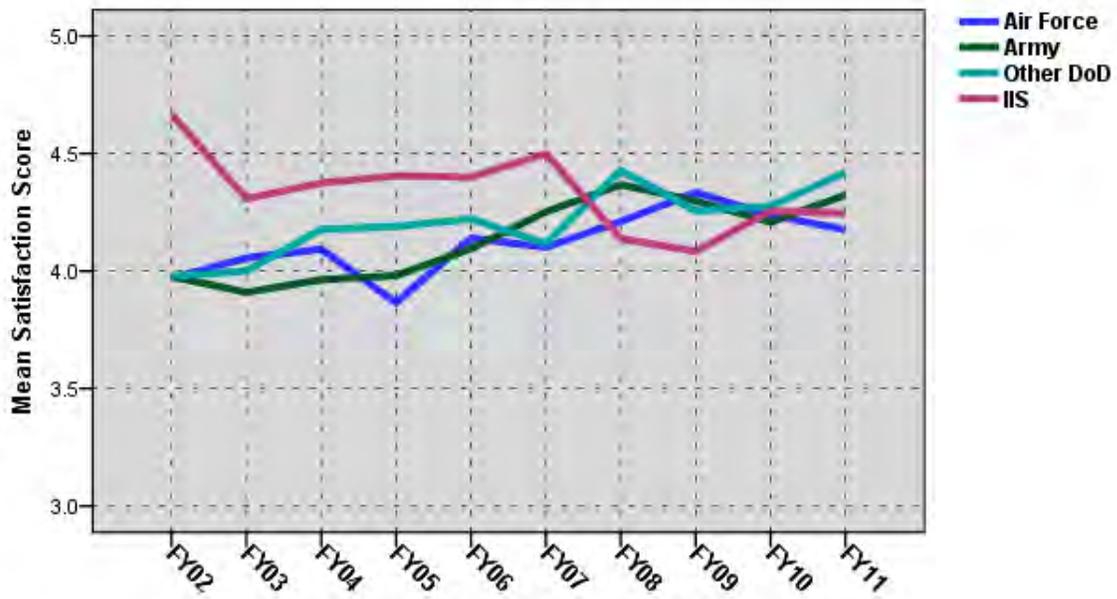
S23: Change Management (Mods, etc)



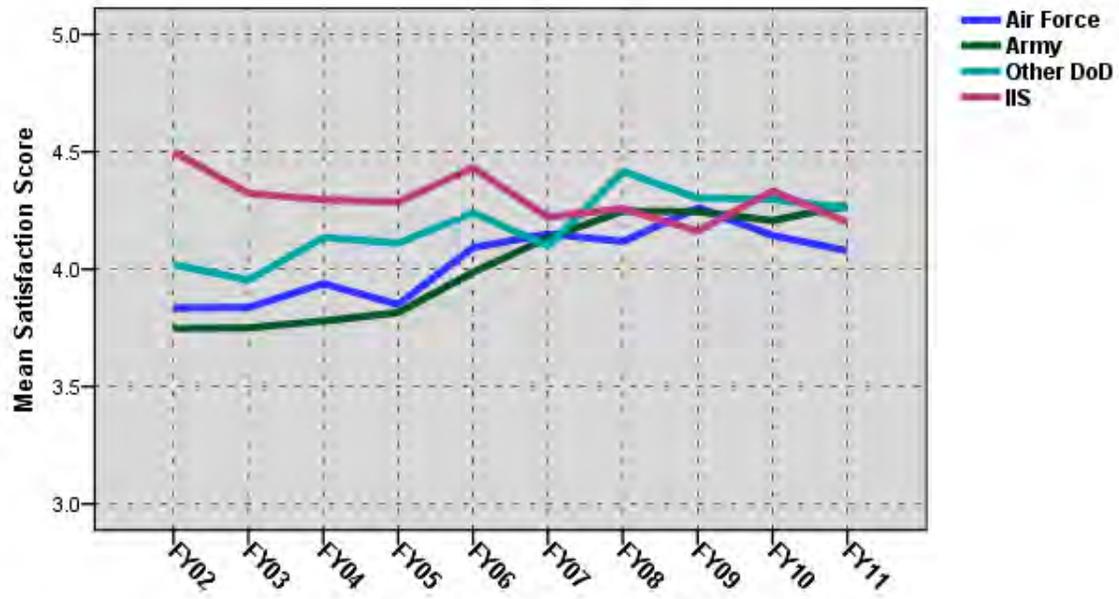
S24: Contracting Services



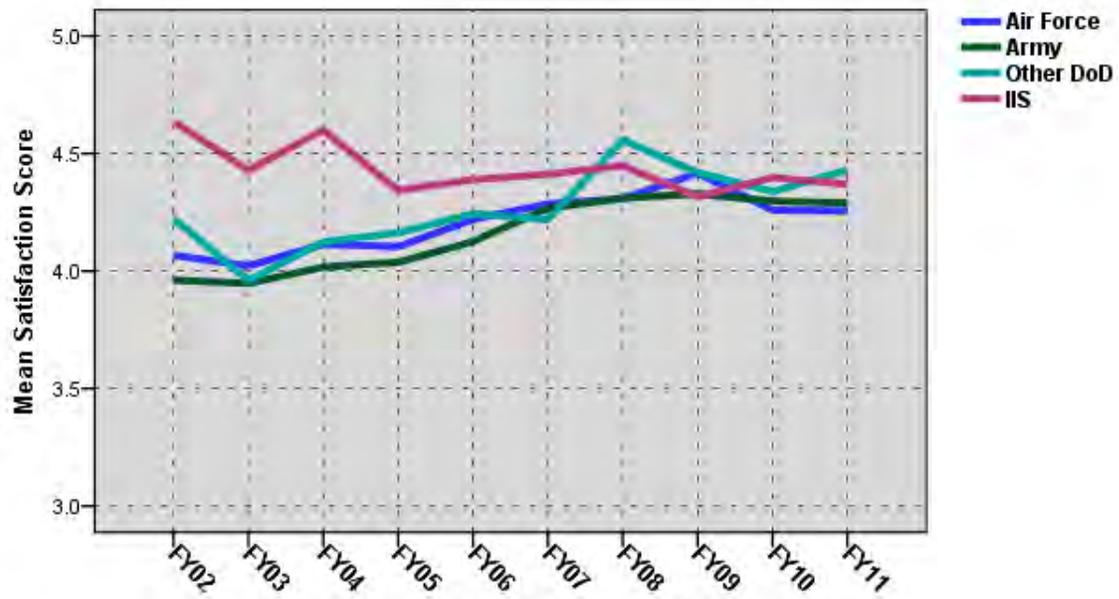
S25: A/E Services



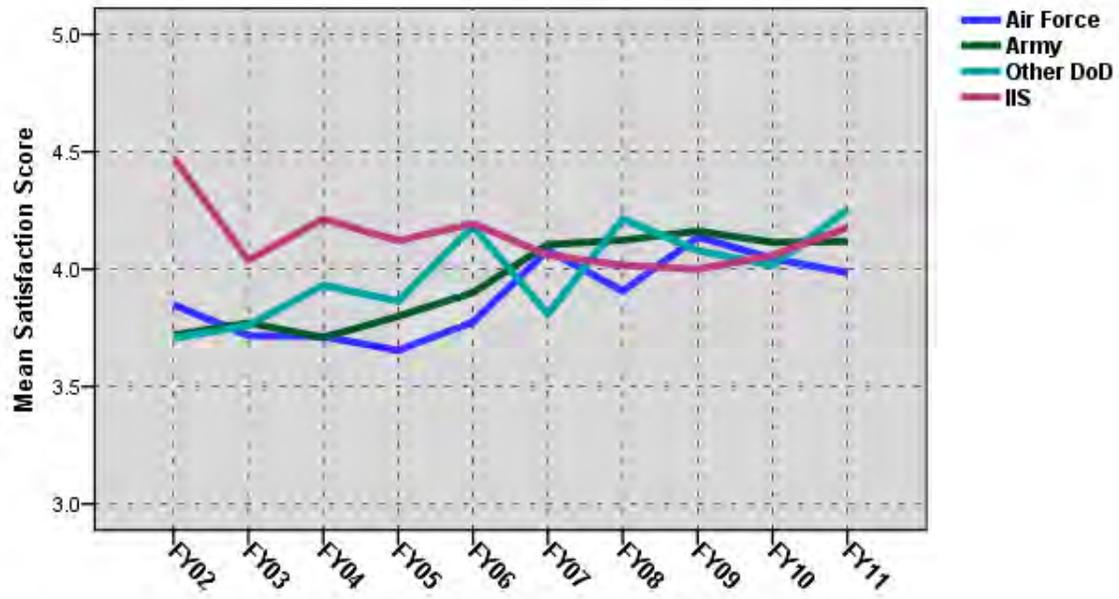
S26: Engineering Design



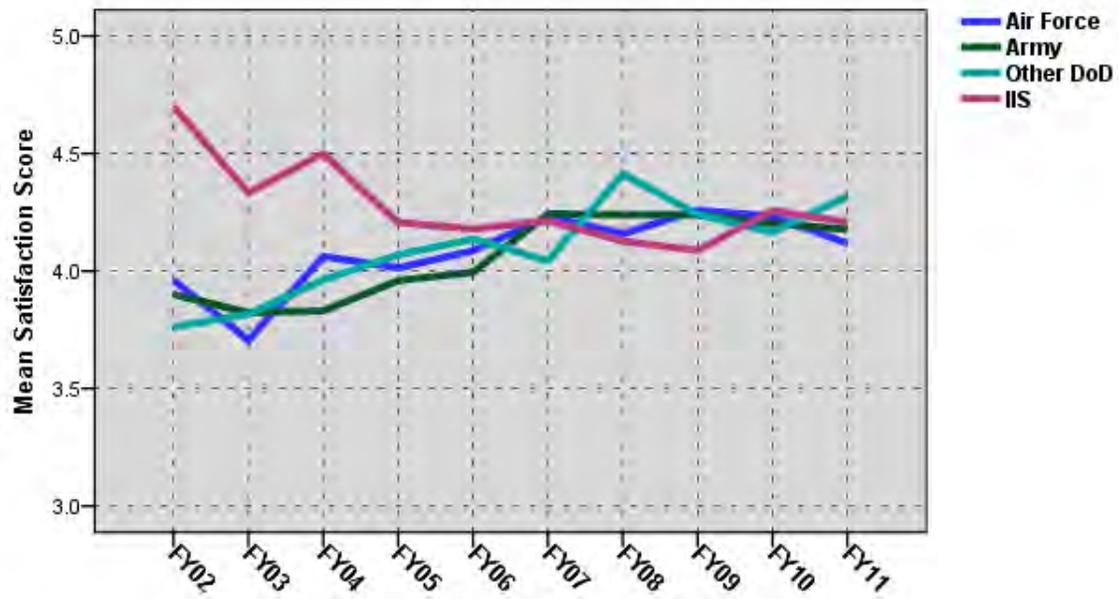
S27: Construction Quality



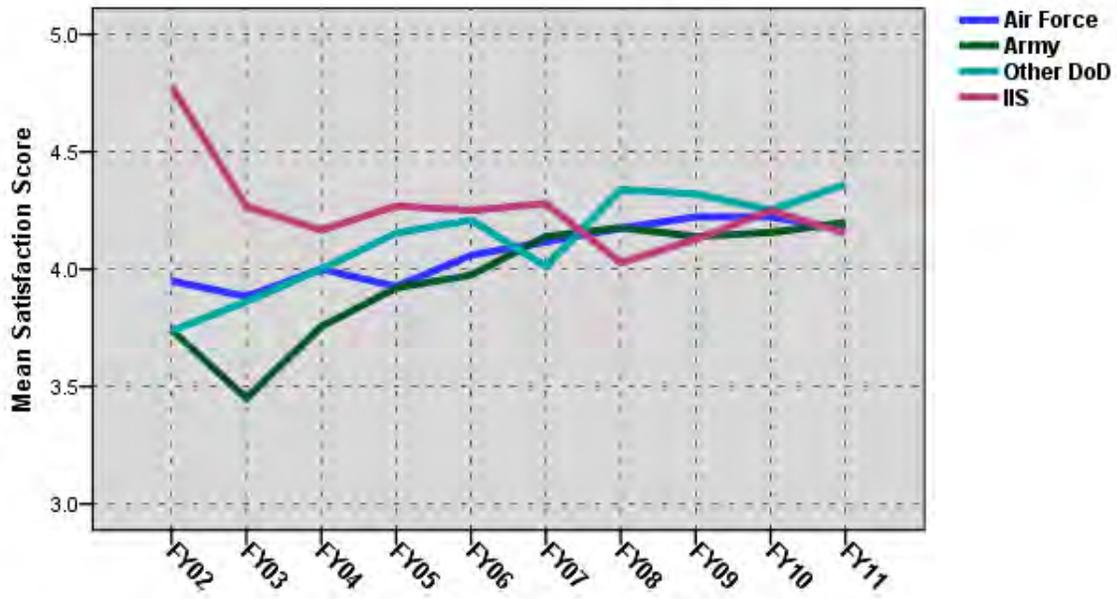
S28: Timely Construction



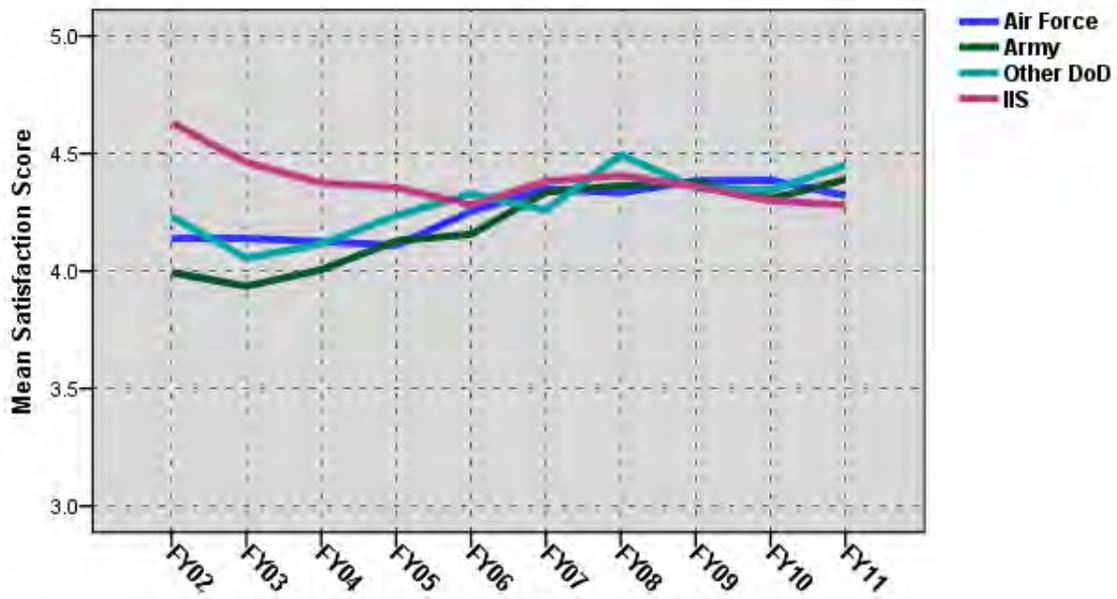
S29: Construction Turnover



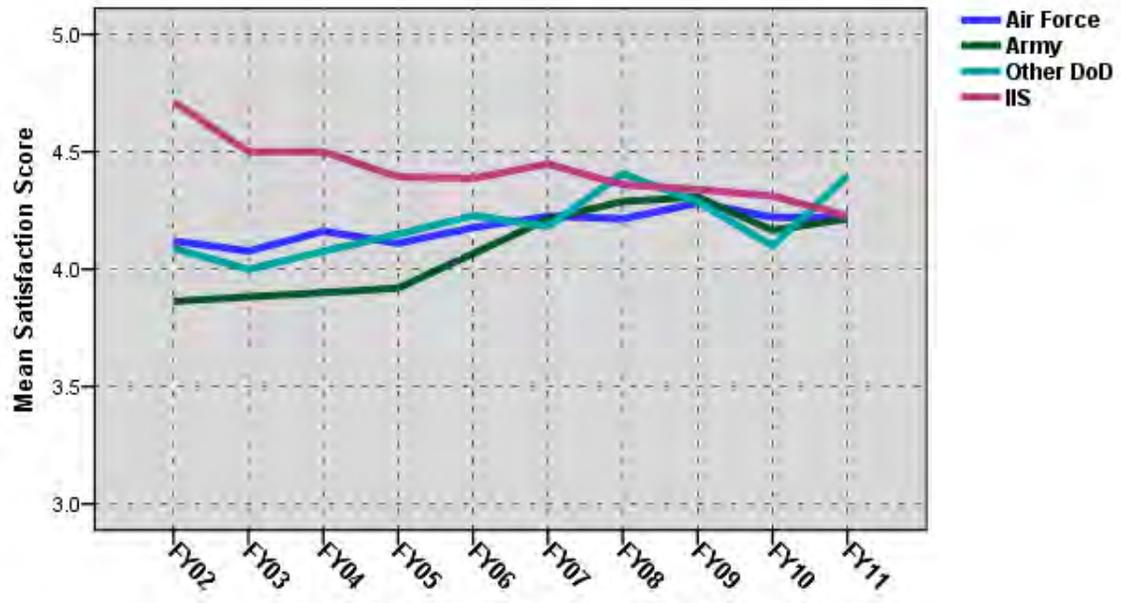
S30: Warranty Support



S31: End-User Satisfaction



S32: Construction Maintainability



4. CONCLUSION

A total of 1,254 customers participated in the FY11 survey. The Corps-wide response rate was 59.5 percent of the total customer base of 2,108 individuals. This corresponds to an estimated sampling error of 1.5 percent. Response rates varied greatly among districts. Of the 36 participating districts the vast majority had response rates above 50 percent. Response rates for smaller districts (populations < 50) averaged 69 percent and ranged from 33% to 100%. The average response rate for larger districts was 59% and ranged from 28 to 86 percent.

The survey included all Military Districts as well as some Civil Works Districts which provide services to a small number of military and federal IIS customers. The greatest proportion of responses was received from customers served by South Atlantic and North Atlantic Divisions (~18 % each). Mobile and Ft Worth districts had the greatest number of responses among districts.

Army customers comprise the largest proportion of the FY11 sample at 46 percent followed by Air Force (27%), 'Other DoD' (17%) and IIS (10%). Customers were asked to identify their DoD Command. Air Force customers could select from seven categories: ACC, AETC, AFCEE, AFMC, AMC, PACAF, and 'AF-Other'. The greatest number of Air Force customers fall under AFCEE (72 customers) and AF-AETC (45 customers). The commands specified by the 50 customers who selected 'AF-Other' included AF Reserves, USAFE, AFSPC, AFSOC, AFCENT and others.

Army customers could select from the six IMCOM organizations based on geographic locations⁹ plus the Army Reserves, Army AMC, Army National Guard, HQDA, MEDCOM, USAREC, FORSCOM and 'Army-Other'. The greatest number of Army customers work under IMCOM West (76) followed by Army AMC (62 customers) and IMCOM-Northeast and Joint/Combat Cmds (43 each). Many of the FY11 Army customers fell into the 'Army-Other' category. The commands specified by the 81 customers who selected 'Army-Other' consisted of AEC, USACE (War Theatre deployments), TRADOC and many others. There were a total of 59 Navy and 34 Marine Corps customers. The 32 Joint/Combat Command customers included those from SOCOM, SOUTHCOM, CENTCOM, and others. Customers who selected 'Other DoD' specified organizations such as DLA (36 customers), DODEA, MDA and others. IIS customers include organizations such as VA, DHS, DOE, State Dept, etc. Nearly one fourth of IIS customers are VA.

Customers were asked to identify the primary category of service they received from the Corps organization they rated. The majority of CEMP customers (54 percent) receive primarily Construction services; 18 percent Environmental services, 14 percent Real Estate, 5 percent O&M and 10 percent receive 'Other' areas of service. Customers that selected the 'Other' area of services typically specified a combination of services such as 'Design and Construction'. A number of others specified 'Contracting Services', 'Design', 'Planning' or a specialized service such as 'Surveying & mapping'. The complete list of 'Other' work categories is found in Appendix C Table C-6.

The 'General Satisfaction' survey items address customer relationship dynamics and general characteristics of services (such as quality, cost & timeliness). All mean general satisfaction scores were 'Green'¹⁰. The lowest mean score was 4.18 for S5: Reasonable Cost. The majority of responses (79 percent or more) were positive for all eleven general performance questions. The two most highly rated items in this year's survey were 'Treats You as a Team

⁹ IMCOM structure based on FY11 organization, not newly structured IMCOMs.

¹⁰ Mean satisfaction scores are rated according to following scale: $x \geq 4.00$ = 'Green'; $(3.00 \leq x \leq 3.99)$ = Amber' & $x < 3.00$ = 'Red').

Member' and 'Seeks Your Requirements' rated positively by 91 and 90 percent of respondents respectively. The items that elicited the greatest proportion of low ratings were 'Timely Services' and 'Reasonable Costs' at six percent low ratings each.

Two survey items serve as 'bottom line' indicators of customer satisfaction. They are Items S10: 'Would be Your Choice for Future Services' and S11: 'Your Overall Level of Customer Satisfaction'. A total of 84 percent of customers indicated the Corps would be their choice in the future. Conversely, five percent responded USACE would NOT be their choice for future projects and 11 percent were non-committal. For customers' overall level of satisfaction, 87 percent responded positively, four percent negatively and nine percent fell in the mid-range category. The noncommittal customers represent a critical subgroup of customers needing attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps.

The remaining survey items assess 22 specific services and products. All specific services items received a mean score of 4.11 or higher. The proportion of high ratings for the specific services items ranged from 77 to 90 percent. The most highly rated items were 'Investigation/Inspections (Non-Envir such as structural inspections, GIS surveys, and Transportation studies) at 90% high ratings, 'Planning Support (Charettes, Master)' at 89 percent and 'End-User Satisfaction' at 89 percent positive ratings. The specific services that received the largest proportion of low ratings were 'Timely Construction' at 8 percent, Change Management (Mods etc)' at 6 percent and Real Estate at five percent low ratings. Although 'Timely Construction' has consistently been the lowest rated service over time the proportion of negative responses has decreased significantly since the survey began in FY95.

A total of 903 customers (72%) submitted comments. Of these, 610 (67.6%) made overall favorable comments, 180 (20%) made negative comments and 85 (9.4%) customers' comments contained mixed information (positive and negative statements). A small number of customer comments (28 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details). Note that the total number of comments exceeds 903 as most customers mentioned several issues.

The survey item which received the greatest number of positive comments was 'Overall Satisfaction' (222 customers). The area of service that received the next highest number of positive comments was 'Keeps you Informed' (91 customers) followed by 'Timely Service' (84 Customers). There were a large number of positive comments about 'On-site Project Management' and 'Project Management' (83 and 70 customers respectively).

The items receiving the largest number of negative comments were 'Timely Service' (109 customers) and 'Reasonable Cost' (91 customers). The other areas of services that received a large number of negative comments were 'Change Management' (86 customers), 'Manages Effectively' (84 customers) and 'Timely Construction' (82 customers). Note that for a few areas such as 'Keeps You Informed' and 'Timely Service' have both numerous positive and negative comments suggesting the service the customer receives varies by district and likely by installation.

In the General Comments portion of the survey the most frequent positive comment was 'Compliments to Individuals/Staff' (346 customers). This outcome is seen year after year. The numerous compliments to Corps staff are particularly important given that customer loyalty engendered from strong relationships is at the heart of customer satisfaction.

In contrast, there were a significant number of general comments addressing district's failure to meet schedules (35 customers). This is also reflected in the number of negative comments regarding survey items that specifically address timeliness. Although great strides have been made in this area since the survey began Timeliness remains an important issue to USACE Military Programs customers.

In the previous two years there were an increasing number of negative comments about communication and project management services. These two issues did not receive a large number of comments this year. An issue that has emerged more recently concerns district workload management. There was 47 negative comments addressing issues such as 'Staff continuity/adequacy' and Staff overloaded' and 'Project understaffed'. This may be related to the number of comments relating to oversight of AE services and QA/QC activities.

Several analyses were conducted to zero in on specific customer subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. Comparative analyses were conducted to examine ratings by major customer group (Air Force vs. Army vs. Other DoD vs. IIS) and primary work category (Construction vs. Environmental vs. 'Other').

All 33 satisfaction indicators were examined in the analyses to compare customer satisfaction ratings for Air Force, Army, Other DoD, and IIS customers. Ratings were very comparable for all but two satisfaction indicators. They were: S1 'Seeks Your Requirements' where Air Force and IIS customers provided significantly higher ratings than Army and S25 'AE services' where Army and Other DoD ratings were significantly higher than Air Force. In the FY09 Survey statistically significant differences in ratings were found for five services: 'Manages Effectively', 'Reasonable Cost', 'Your Future Choice', 'Project Management', and 'Funds Management'. Last year (FY10) there was a significant difference in only one area. This homogeneity in ratings by customer group for the past two years implies consistency in delivery of services, a very positive outcome.

Even though differences in ratings are smaller each year and were not large enough to be statistically significant, a fairly consistent pattern has held true for many years in these comparative analyses. Air Force customers are the most satisfied customer group. It is important to note however, that all subgroup mean scores were rated 'Green' (≥ 4.00).

Comparisons of ratings from Construction, Environmental and 'Other'¹¹ customers were performed for selected satisfaction indicators. They included the General Satisfaction questions (Items 1-12) plus the Specific Services items that are applicable to all work categories: 'Project Management', 'Project Documents', 'Funds Management', 'Cost Estimating', 'Change Management', 'Contracting Services', and 'A/E Contracts'. A very clear pattern emerged in these comparisons. Environmental and 'Other' customers were the most satisfied and Construction the least satisfied. In FY09 and FY10 there were significant differences in ratings for all (18) survey items examined. The same is true this year. The direction of the differences is consistent with previous years however; the size of the gap between group mean scores has been decreasing over time suggesting a trend to greater homogeneity compared to early years of the survey. Although Construction customer ratings

¹¹ 'Other' customers typically specified a combination of services such as 'Design and Construction' or a specialized service such as 'Contracting Services', 'Design', 'Planning' or 'Engineering Services.'

were often well below Environmental ratings, none of the subgroup mean scores fell in the Amber zone ($3.00 \leq x \leq 3.99$).

Overall, there has been a gradual upward trend in ratings since FY03 for all customer groups although the rate of increase has is much smaller than in early years of the survey. However, some areas saw greater rates of increase such as S7: 'Reasonable Costs', S27: 'Construction Quality' and S28: 'Timely Construction'. All services are now 'Green' (mean ≥ 4.0). Ratings in FY08 attained the highest level since the survey began and seem to have stabilized at a fairly high level; many close to a mean of 4.5.

Air Force customers' ratings have generally increased since FY03 and for most areas have stabilized at a very high level for the previous six years (FY06-11). Nearly all yearly mean ratings have been Green since FY06 except 'Timely Completion of Construction'. This area has fallen into the Amber zone for three of the previous six years (mean score in FY11 = 3.99). 'Reasonable Costs' was Amber in early years but has been Green for the last five.

Three Air Force services have displayed slight downward trends for the last three years. These are 'AE Services', 'Engineering Design Quality' and 'Timely Completion of Construction'. These areas warrant vigilance as the current year scores are approaching Amber. The only other area that may warrant concern is 'Real Estate Services' due to the erratic nature of ratings over the period of analyses.

Overall, Army customers' ratings displayed very stable trends since FY03, moving upward in a consistent pattern. The greatest improvement in customer satisfaction had clearly been demonstrated among Army customers (due in part to the fact that Army ratings were initially the lowest of the customer groups). In FY08 ratings for Army customers attained the highest level of satisfaction in all areas since the survey began. Several of the General Satisfaction services (S1-S11) displayed slight decreasing trends from FY08-10 but seem to be turning upward in FY11. Almost all specific services have been stable over the last 5 years (FY07-11). Although in early years there were many services rated as Amber, since FY06 all services have been Green. The only exception (Reasonable Costs) was very close to Green at a mean score of 3.95 in FY07.

The trends in 'Other DoD' customer ratings have been more erratic than Air Force or Army. This may be explained by the fact that the composition of this customer base is more variable from year to year. In most areas the highest ratings were achieved in FY08 with a slight decline or stabilization through FY10. Even though the trends have not displayed a consistent upward pattern nearly all services have been Green since FY07. FY11 ratings are Green for all service areas and are among the highest received from this group over the entire 10-year cycle.

IIS customers have historically been among the most satisfied compared to the other customer groups. This is no longer the case as satisfaction ratings for the other subgroups have increased. IIS customer ratings displayed a downward trend during the period FY07-09 although all except 'Funds Management' remained Green. Almost all areas showed a notable upward spike in FY10. Mean ratings for FY11 were relatively unchanged from FY10 scores. All services remain Green.

USACE Military Program Directorate's customers have become very well satisfied with Corps' services. Measures of relationship dynamics consistently receive the highest ratings. This is largely attributable to the strong relationships between Corps staff and their customers as is

demonstrated by the number of compliments paid to Corps staff. Timeliness and costs are consistently the greatest source of customer dissatisfaction however ratings in this area have significantly improved over time.

The only issue that has emerged recently is customers' perception that USACE staff members are overloaded or their projects are not adequately staffed as illustrated in the analysis of customer comments. Given the preponderance of evidence of generally high satisfaction ratings, these negative comments regarding staffing are probably not widespread but limited to particular installations.

It is widely believed that customer satisfaction is fundamentally tied to customer loyalty. Loyalty grows from a strong customer relationships and communication is paramount to developing strong relationships. It is very important for Corps staff to keep in mind that when we conduct this survey we raise customers' expectations that we will address their concerns. It is critical to respond appropriately to custom feedback, particularly any negative comments submitted. The survey has very successfully facilitated communication since the survey began in '95. The end result has been improved customer relations and progressively higher customer satisfaction ratings over time. Overall customer satisfaction has steadily increased through FY08 at which point it appears Military Program customer satisfaction was at its highest level since the survey began. That high level of satisfaction has largely been maintained through FY11.

APPENDIX A

Survey Instrument¹²

¹² The survey website may be accessed by cutting & pasting the following link into your web browser: <http://surveys.usace.army.mil/military/>



[USACE Home](#) [Military Programs](#)

We at the U.S. Army Corps of Engineers are committed to improving our services to you and would like to know how well we are doing. Please rate your level of satisfaction with our performance for FY11. Your straight forward answers will help us identify areas needing improvement. Thank you for your time and comments. [Detailed Statement of Purpose](#)

Section I - Customer Information	
Name:	Last: <input type="text"/> First: <input type="text"/>
Email Address:	<input type="text"/>
Agency Category:*	<input type="text" value="Please Select One"/>
If DoD:*	<input type="text" value="Select DOD Command"/> if other command: <input type="text"/>
	then enter Installation/Agency: <input type="text"/>
If Non-DoD:*	enter Agency: <input type="text"/>
Primary Category of Service Received:*	<input type="text" value="Please Select One"/> If Other please Specify: <input type="text"/>
Please select the USACE Organization that you will be rating. If you are rating more than one Organization, you will need to submit a separate survey for each one.	
Corps District:*	<input type="text" value="Please Select One"/>

Section II - Service Areas

Please rate your level of satisfaction for each area.

	Rating Scale 1 = lowest 5 = highest	Satisfaction						We would greatly appreciate a brief explanation of ratings below '3'.
		1	2	3	4	5	NA	
1.	Seeks your requirements.	<input type="radio"/>	<input type="text"/>					
2.	Manages your projects/programs effectively.	<input type="radio"/>	<input type="text"/>					
3.	Treats you as an important member of the team.	<input type="radio"/>	<input type="text"/>					

4.	Resolves your concerns.	<input type="radio"/>							
5.	Provides timely services.	<input type="radio"/>							
6.	Delivers quality products and services.	<input type="radio"/>							
7.	Delivers products/services at a reasonable cost.	<input type="radio"/>							
8.	Is flexible in responding to your needs.	<input type="radio"/>							
9.	Keeps you informed.	<input type="radio"/>							
10.	Would be your choice for future products and services.	<input type="radio"/>							
11.	Your overall level of satisfaction.	<input type="radio"/>							
12.	Planning (Charettes, Master Planning, Mobilization Plans, etc).	<input type="radio"/>							
13.	Investigations and Inspections (Non-environmental such as Structural Inspections, GIS Surveys, Transportation Studies, etc).	<input type="radio"/>							
14.	Environmental Studies and Surveys.	<input type="radio"/>							
15.	Environmental Compliance and Restoration.	<input type="radio"/>							
16.	Base Realignment and Closure Support.	<input type="radio"/>							
Rating 1 = lowest Scale 5 = highest		Satisfaction							We would greatly appreciate a brief explanation of ratings below '3'.
		1	2	3	4	5	NA		
17.	Real Estate Services (e.g., Acquisition, Disposal, Leases, etc).	<input type="radio"/>							
18.	Project Management Services.	<input type="radio"/>							
19.	On-site project management (PM Forward, Area Engineer, Resident Engineer).	<input type="radio"/>							
20.	Project Documentation (DD 1391, 1354, etc.) (Quality and completeness of documents).	<input type="radio"/>							
21.	Funds Management and Cost Accounting.	<input type="radio"/>							
22.	Cost Estimating.	<input type="radio"/>							
23.	Change Management (handling mods etc).	<input type="radio"/>							

24.	Contracting Services (All types).	<input type="radio"/>								
25.	Architect-Engineer Contracts (Quality of AE services).	<input type="radio"/>								
26.	Engineering Design Quality.	<input type="radio"/>								
27.	Construction Quality.	<input type="radio"/>								
28.	Timely Completion of Construction (Meet Beneficial Occupancy Dates, etc).	<input type="radio"/>								
29.	Construction Turnover.	<input type="radio"/>								
30.	Contract Warranty Support.	<input type="radio"/>								
31.	End-User Satisfaction with Facility.	<input type="radio"/>								
32.	Maintainability of Construction (including HVAC, electrical, plumbing)	<input type="radio"/>								
33.	Corps design & construction effectively addresses energy & environmental sustainability mandates (eg LEED, energy/water conservation, pollution prevention, sustainable building materials, etc)	<input type="radio"/>								

Overall Comments/Suggestions

APPENDIX B

Statistical Details

Table B-1: Survey Item Mean Scores

Item	Mean
S1 Seeks Your Requirements	4.45
S2 Manages Effectively	4.34
S3 Treats You as Team Member	4.58
S4 Resolves Your Concerns	4.40
S5 Timely Service	4.26
S6 Quality Product	4.43
S7 Reasonable Cost	4.18
S8 Displays Flexibility	4.45
S9 Keeps You Informed	4.39
S10 Your Future Choice	4.36
S11 Overall Satisfaction	4.38
S12 Planning (Charettes, Master ..)	4.42
S13 Investigations/Inspections (Non-Env)	4.42
S14 Environmental Studies	4.44
S15 Environmental Compliance	4.43
S16 BRAC	4.46
S17 Real Estate	4.30
S18 Project Management	4.38
S19 On-site Project Mgmt	4.31
S20 Project Documents (1354, 1391..)	4.23
S21 Funds Management	4.27
S22 Cost Estimating	4.22
S23 Change Mgmt (Mods etc)	4.20
S24 Contracting Services	4.32
S25 A/E Services	4.29
S26 Engineering Design Quality	4.21
S27 Construction Quality	4.32
S28 Timely Construction	4.11
S29 Construction Turnover	4.19
S30 Warranty Support	4.22
S31 End-user Satisfaction	4.37
S32 Maintainability	4.25
S33 Energy Conserv (LEED..)	4.39
Composite Score	4.35

Table B-2: General Satisfaction Items – Details

General Services Item	Very Low		Low		Mid-range		High		Very High		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
S1 Seeks Your Requirements	10	0.8	16	1.3	101	8.2	386	31.5	714	58.2	1227	100.0
S2 Manages Effectively	14	1.1	48	3.9	120	9.7	372	30.2	679	55.1	1233	100.0
S3 Treats You as a Team Member	12	1.0	27	2.2	75	6.0	247	19.9	881	70.9	1242	100.0
S4 Resolves Your Concerns	10	0.8	46	3.7	112	9.0	348	28.0	728	58.5	1244	100.0
S5 Timely Service	21	1.7	58	4.7	144	11.6	372	29.9	648	52.1	1243	100.0
S6 Quality Product	15	1.2	26	2.1	99	8.0	371	30.1	721	58.5	1232	100.0
S7 Reasonable Costs	20	1.7	50	4.3	172	14.7	387	33.2	538	46.1	1167	100.0
S8 Displays Flexibility	12	1.0	33	2.7	112	9.0	312	25.1	772	62.2	1241	100.0
S9 Keeps You Informed	16	1.3	45	3.6	111	9.0	327	26.5	735	59.6	1234	100.0
S10 Your Future Choice	27	2.2	31	2.6	133	11.0	312	25.7	709	58.5	1212	100.0
S11 Overall Satisfaction	17	1.4	37	3.0	114	9.2	359	29.0	713	57.5	1240	100.0

Table B-3: Specific Services Items– Details

Specific Services Item	Very Low		Low		Mid-range		High		Very High		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
S12 Planning (Charettes, Master..)	4	0.5	11	1.5	70	9.3	248	33.0	419	55.7	752	100.0
S13 Investigations/Inspections	3	0.5	8	1.4	47	8.4	192	34.3	309	55.3	559	100.0
S14 Environmental Studies	4	0.7	5	0.9	55	10.3	161	30.0	311	58.0	536	100.0
S15 Environmental Compliance	4	0.8	5	1.0	51	9.9	161	31.3	293	57.0	514	100.0
S16 BRAC	1	0.4	2	0.8	29	11.0	74	28.0	158	59.8	264	100.0
S17 Real Estate	6	1.4	16	3.8	53	12.5	117	27.6	232	54.7	424	100.0
S18 Project Management	11	1.1	30	2.9	81	7.9	335	32.8	564	55.2	1021	100.0
S19 On-Site Project Mgmt	14	1.7	26	3.1	82	9.9	274	33.1	433	52.2	829	100.0
S20 Project Documents (1391s, 1354s..)	11	1.4	26	3.3	103	13.2	276	35.4	364	46.7	780	100.0
S21 Funds Management	15	1.6	20	2.1	131	13.9	309	32.7	470	49.7	945	100.0
S22 Cost Estimating	14	1.4	27	2.7	130	13.2	377	38.2	440	44.5	988	100.0
S23 Change Mgmt (Mods etc)	18	1.9	42	4.4	130	13.8	296	31.3	459	48.6	945	100.0
S24 Contracting Services	12	1.2	29	2.9	105	10.5	339	33.8	517	51.6	1002	100.0
S25 AE Services	5	0.7	24	3.2	86	11.6	260	35.0	367	49.5	742	100.0
S26 Engineering Design	7	0.9	27	3.7	90	12.2	291	39.4	323	43.8	738	100.0
S27 Construction Quality	4	0.5	21	2.8	75	10.2	276	37.4	362	49.1	738	100.0
S28 Timely Construction	23	3.0	39	5.1	113	14.8	240	31.5	346	45.5	761	100.0
S29 Construction Turnover	8	1.2	20	3.0	106	15.7	242	35.9	299	44.3	675	100.0
S30 Warranty Support	4	0.7	17	2.8	92	15.0	228	37.2	272	44.4	613	100.0
S31 End-user Satisfaction	3	0.4	16	2.2	65	8.9	268	36.6	380	51.9	732	100.0
S32 Maintainability of Construction	4	0.6	18	2.8	75	11.7	259	40.5	284	44.4	640	100.0
S33 Energy Conserv (LEED..)	2	0.3	12	1.8	71	10.6	224	33.4	361	53.9	670	100.0

Table B-4: Mean Satisfaction Scores by Customer Group

Item	Air Force		Army		DoD Other		IIS		Total	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
S1 Seeks Your Requirements	4.52	327	4.38	572	4.48	205	4.53	123	4.45	1227
S2 Manages Effectively	4.34	329	4.33	574	4.39	206	4.32	124	4.34	1233
S3 Treats You as Team Member	4.66	332	4.53	577	4.57	207	4.58	126	4.58	1242
S4 Resolves Your Concerns	4.43	331	4.36	579	4.43	207	4.42	127	4.4	1244
S5 Timely Service	4.28	334	4.25	576	4.30	208	4.20	125	4.26	1243
S6 Quality Product	4.44	331	4.39	573	4.50	204	4.44	124	4.43	1232
S7 Reasonable Cost	4.22	321	4.12	532	4.26	193	4.16	121	4.18	1167
S8 Displays Flexibility	4.53	333	4.40	575	4.46	207	4.43	126	4.45	1241
S9 Keeps You Informed	4.39	333	4.40	572	4.37	207	4.40	122	4.39	1234
S10 Your Future Choice	4.41	329	4.33	562	4.40	198	4.27	123	4.36	1212
S11 Overall Satisfaction	4.41	333	4.37	576	4.39	207	4.36	124	4.38	1240
S12 Planning (Charettes, Master ..)	4.47	212	4.43	348	4.42	139	4.17	53	4.42	752
S13 Investigations/Inspections (Non-Env)	4.40	136	4.41	277	4.52	104	4.36	42	4.42	559
S14 Environmental Studies	4.49	128	4.42	278	4.36	80	4.50	50	4.44	536
S15 Environmental Compliance	4.54	123	4.38	283	4.52	64	4.30	44	4.43	514
S17 Real Estate	4.46	84	4.24	246	4.28	71	4.52	23	4.3	424
S18 Project Management	4.40	282	4.38	454	4.43	186	4.26	99	4.38	1021
S19 On-site Project Mgmt	4.23	222	4.33	377	4.41	153	4.27	77	4.31	829
S20 Project Documents (1354, 1391..)	4.23	208	4.20	370	4.34	136	4.14	66	4.23	780
S21 Funds Management	4.30	256	4.27	423	4.32	166	4.08	100	4.27	945
S22 Cost Estimating	4.17	261	4.22	456	4.26	180	4.25	91	4.22	988
S23 Change Mgmt (Mods etc)	4.18	264	4.19	427	4.27	164	4.19	90	4.2	945
S24 Contracting Services	4.33	282	4.30	429	4.37	188	4.25	103	4.32	1002
S25 A/E Services	4.18	211	4.32	331	4.42	143	4.25	57	4.29	742
S26 Engineering Design Quality	4.08	191	4.27	342	4.26	150	4.20	55	4.21	738
S27 Construction Quality	4.26	195	4.29	334	4.43	144	4.37	65	4.32	738
S28 Timely Construction	3.99	208	4.12	339	4.25	146	4.18	68	4.11	761
S29 Construction Turnover	4.12	179	4.18	316	4.32	132	4.21	48	4.19	675
S30 Warranty Support	4.17	171	4.20	287	4.36	116	4.15	39	4.22	613
S32 Maintainability	4.22	179	4.21	294	4.40	123	4.23	44	4.25	640
S33 Energy Conserv (LEED..)	4.47	185	4.33	323	4.42	122	4.40	40	4.39	670

Items in **bold** are statistically significant at $\alpha = .05$.

Table B-5: Mean Satisfaction Scores by Work Category

Item	Construction		Environ		Other		Total	
	Mean	N	Mean	N	Mean	N	Mean	N
S1 Seeks Your Requirements	4.36	661	4.57	222	4.54	344	4.45	1227
S2 Manages Effectively	4.18	664	4.59	227	4.49	342	4.34	1233
S3 Treats You as a Team Member	4.49	667	4.71	226	4.66	349	4.58	1242
S4 Resolves Your Concerns	4.22	668	4.66	227	4.56	349	4.40	1244
S5 Timely Service	4.12	666	4.49	228	4.38	349	4.26	1243
S6 Quality Product	4.27	660	4.69	228	4.54	344	4.43	1232
S7 Reasonable Cost	4.01	627	4.42	223	4.34	317	4.18	1167
S8 Displays Flexibility	4.31	663	4.73	227	4.54	351	4.45	1241
S9 Keeps You Informed	4.28	660	4.51	227	4.54	347	4.39	1234
S10 Your Choice for Future Work	4.22	654	4.58	224	4.47	334	4.36	1212
S11 Overall Satisfaction	4.24	664	4.63	226	4.50	350	4.38	1240
S18 Project Management	4.26	619	4.64	182	4.50	220	4.38	1021
S20 Project Documents (1391s, 1354s..)	4.16	535	4.51	84	4.30	161	4.23	780
S21 Funds Management	4.18	566	4.52	182	4.29	197	4.27	945
S22 Cost Estimating	4.09	590	4.56	174	4.29	224	4.22	988
S23 Change Mgmt (Mods etc)	4.07	602	4.55	166	4.32	177	4.20	945
S24 Contracting Services	4.23	584	4.54	200	4.36	218	4.32	1002
S25 AE Services	4.21	517	4.56	100	4.43	125	4.29	742

Items in **bold** are statistically significant at $\alpha = .05$.

Table B-6: FY02-11 Responses by Division & Survey Year

MSC	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	Total
AED	0	0	0	0	5	7	13	12	0	0	37
GRD	0	0	0	0	11	5	18	16	0	0	50
HQ	3	11	2	1	0	0	0	0	0	0	17
LRD	34	47	46	33	39	26	82	55	67	91	520
MVD	0	4	0	0	0	17	31	39	39	28	158
NAD	112	103	114	137	168	151	164	200	214	231	1594
NWD	110	105	92	120	101	170	186	152	120	145	1301
POD	60	96	112	101	91	99	87	117	102	112	977
SAD	108	92	111	151	192	183	185	209	218	232	1681
SPD	57	23	47	71	42	79	89	127	140	128	803
SWD	79	72	81	58	66	61	65	119	187	175	963
TAC	8	11	21	23	62	38	38	34	0	0	235
TAD	0	0	0	0	0	0	0	0	65	112	177
Total	571	564	626	695	777	836	958	1080	1152	1254	8513

AED, GRD & TAC reorganized under TAD in FY10.

Table B-7: FY02-11 Responses by District & Survey Year

District	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	Total
HQ	3	11	2	1	0	0	0	0	0	0	17
LRB	0	0	0	0	0	0	5	3	10	8	26
LRC	0	0	0	0	0	0	3	4	1	1	9
LRE	0	0	1	0	0	0	7	1	8	9	26
LRH	0	0	0	0	1	0	19	13	10	11	54
LRL	34	44	45	32	38	26	40	28	31	52	370
LRN	0	0	0	1	0	0	7	6	7	10	31
LRP	0	3	0	0	0	0	1	0	0	0	4
MVN	0	2	0	0	0	0	0	0	0	0	2
MVP	0	0	0	0	0	5	10	8	4	4	31
MVR	0	1	0	0	0	8	6	16	13	13	57
MVS	0	1	0	0	0	4	15	15	22	11	68
NAB	43	29	32	29	29	48	35	46	55	43	389
NAE	14	9	7	2	5	3	3	3	3	5	54
NAN	6	8	18	9	23	17	23	28	40	41	213
NAO	12	18	29	27	39	34	31	41	32	50	313
NAP	0	0	0	8	22	16	30	25	16	21	138
NAU	37	39	28	62	50	33	42	57	68	71	487
NWK	6	10	7	15	7	15	20	26	20	37	163
NWO	63	52	43	61	61	83	92	83	78	64	680
NWS	41	43	42	44	33	72	74	43	22	44	458
POA	19	48	59	43	37	30	39	50	44	47	416
POF	14	14	13	12	19	23	22	18	16	25	176
POH	6	11	15	21	13	18	8	21	17	20	150
POJ	21	23	25	25	22	28	18	28	25	20	235
SAC	0	0	0	0	0	0	1	17	18	31	67
SAJ	0	1	1	1	0	2	8	5	26	20	64
SAM	78	65	90	96	124	106	106	124	118	130	1037
SAS	30	26	20	53	64	74	64	61	54	44	490
SAW	0	0	0	1	4	1	6	2	2	7	23
SPA	8	6	7	18	18	24	17	37	38	16	189
SPK	41	9	30	36	9	33	42	53	62	75	390
SPL	8	7	10	17	13	22	30	37	40	37	221
SPN	0	1	0	0	2	0	0	0	0	0	3
SWF	39	38	39	31	36	28	27	73	131	114	556
SWL	7	4	7	6	5	4	14	14	13	19	93
SWT	33	30	35	21	25	29	24	32	43	42	314
TAC	8	11	21	23	62	38	38	34	0	0	235
TAG (former GRD)	0	0	0	0	0	0	0	0	10	0	10
TAM (former TAC)	0	0	0	0	0	0	0	0	33	43	76
TAN	0	0	0	0	0	0	0	0	18	43	61
TAS	0	0	0	0	0	0	0	0	4	26	30
AED	0	0	0	0	5	7	13	12	0	0	37
GRD	0	0	0	0	11	5	18	16	0	0	50
Total	571	564	626	695	777	836	958	1080	1152	1254	8513

AED & GRD began participating in survey in FY06. AED, GRD & TAC reorganized under TAD in FY10.

APPENDIX C

Customer Demographics

Table C-1: Organization Acronyms

Acronym	Description
AAFES	Army& AF Exchange Service (DoD)
ACSIM	Asst Chf of Staff for Installation Mgmt (aka OACSIM)
ADC	Army Data Ctr (CA)
AFDW	AF District of Washington
AFGSC	AF Global Strike Cmd (nuclear weapons)
AFMOA / AFMS	AF Med Operations Agency / AF Med Services
AFMSA	AF Med Support Agency (Under AFMS(AF Med Service))
AFNCR	AF National Capital Region
AFOSI	AF Office of Special Investigations (aka OSI)
AFOTEL	AF Operational Test & Evaluation Center
AFPC	AF Personnel Cmd
AFRC	AF Reserve Cmd
AFRPA	AF Real Property Agency
AFSBn-A	Army Field Support Battalion - Afloat
AFSC	AF Safety Ctr (@ Kirtland) AFB)
AFSOC	Air Force Special Operations Command
AFSOC	Air Force Special Operations Command
AFSVA	AF Services Agency
AFTAC	AF Tech Applications Ctr
AMCOM	Aviation & Missile Cmd (Redstone)
AMDC	Army Air & Missile Defense Cmd
AMEDD	Army Med Dept (MEDCOM)
AMRDEC	Aviation, Missile research, Dev & Engineering Center (under RDECOM)
AOSA	Army Overseas Service Association ?
APCSS	Asia Pacific Ctr for Security Studies
APG	Aberdeen Proving Ground
ARDEC	Armament Research, Dev & Engineering Ctr
ASC	army Sustainment Cmd - under Army-AMC
ASLAC	Army Support Logistics Agency Charleston (Formerly AFSBn-A)
ATEC	Army Test & Evaluation Command
ATFP	AntiTerrorist ForceProtection
AWPS	Army Workload & Performance System
CASCOM	Combine Arms Spt Cmd (Ft Lee)
CBDP	Chemical and Biological Defense Program
CECOM	Communication Electronics Command
CEMP	Corps of engineers Military Programs Directorate
CFLCC	Combined Forces Land Component Cmd (ARCENT- Third Army)
CLE	Cmd Liaison Element
CMA	Chemical Materials Agency (Army AMC)
CNFK	Command Naval Forces Korea
COTR	Contracting Officer Tech Rep
C-RAM	Counter Rocket, Artillery, and Mortar Program
CSTC-A	Combined Security Transition Command - Afghanistan
DARPA	Defense Adv Research Projects Agency
DCMA	Defense Contract Management Agency
DISA	Defense Info Syst. Agcy (Meade)
DM	Davis Montham AFB
DMA	Defense Media Activity

<u>Acronym</u>	<u>Description</u>
DSCR	Defense Supply Center Richmond
DTRA	Defense Threat Reduction Agency
FCMTC	Fort Chaffee Maneuver Training Center
FGGM	Ft George G Meade
FMWRC	Family Morale, Welfare, and Recreation Command (formerly CFSC)
ICE	Immigration & Customs Enforcemt (DHS)
IDF	Israeli Defense Forces
IMOD	Israeli Ministry of Defense
INSCOM	Intelligence & Security Command
ISAF	Internatl Security Assistance Force (under NATO)
ITA	Army Info Technology Agency (HQDA - OAA)
ITAM	Integrated Training Area Management
JB	Joint Base
JBLM	Joint Base Lewis-McChord
JMC	Joint Munitions Cmd
JMFC	Joint Military Fequency Cmte
JMTC	Joint Multinational Training Command
JPEO	Joint Program Executive Office (under OSD @APG)
JPra	Joint Personnel Recovery Agency
JSOC	Joint Special Operations Command
MARFOR-K	Marine Forces Korea
MARSOC	Marine Corps Forces Special Operations Command
MDA	Missile Defense Agency
MDW	Military District at Washington
MEPCOM	Mil Entrance Processing Cmd (under MEDCOM)
METC	Med Educ & Training Campus under MEDCOM
MNF-I	Multinational Forces Iraq
MOTCO	Mil Ocean Terminal Concord, CA (Army-SDDC)
MRMC	Medical Research & Materiel Cmd (MEDCOM)
MTMC	Military Training Management Command
MWR	aka FMWRC Family Morale Welfare Rec Cmd (former CFSC) under IMCOM G-9
NAVSPECWARCOM	Naval Special Warfare Command
NCSC	National Cybersecurity Center (DHS)
NGIA	Natl Geospatial Intelligence Agency
NGIC	Natl Ground Intelligence Ctr -Cmd=Army INSCOM
NIOC	Naval Information Operations Cmd
NMUSA	Natl Museum of US Army (Ft Belv)
NNSA	Natl Nuclear Security Admn
NRO	Natl Reconnaissance Off
NSA	Natl Security Agency
NTM-A	NATO Training Mission - Afghanistan
NTM-A	NATO Training Mission-Afghanistan
OAA	Office of Admin Asst to Sec of Army
ODC	Office of Def Cooperation??
OMC	Office of Military Cooperation
OMCEG	Office of Military Cooperation, Egypt
OSL	Office of Space Launch -under NRO
PRT	Project Recovery Team (War Theatre)
PTA	Pohakuloa Training Area
RCS.ISAF	Regional Command South. International Security Afghanistan Forces

<u>Acronym</u>	<u>Description</u>
RDECOM	Army Research Development & Engineering Cmd
RRC	Regional Readiness Command - Army
RTTC	Redstone Tech Test Ctr - Under ATEC
SDDC	Surface Deployment & Dist Command
SIAD	Sierra AD
SMDC	Space & Missile Defense Command
SOCOM	Special Operations Cmd (Includes AFSOC, USASOC, MARSOC, NAVSPECWARCOM & JSOC)
SOCPAC	Spec Operations Cmd Pacific
SUSLAK	Spec US Liaison Activity Korea
TAMC	Tripler Army Med Ctr
TMA	TriCare Mgmt Activity (Ft Belvoir Hosp)
TSAK	Training Support Activity Korea
USAAC	US Army Accessions Cmd - Under TRADOC
USAASC	US Army Acquisition Support Center @ Fort Belvoir, VA
USACIL	Army Criminal Investigation Lab
USAES	US Army Engineer School (Ft Leonard Wood)
USALIA	US Army Logistics Innovation Agency
USALSA	Army Legal Services Agency (HQDA)
USAMRID	US Army Med Research Inst. of Infectious Disease
USAREC	Army Recruiting Command
USARJ	US Army Japan
USARSO	US Army South
USASOC	Army Special Operations Command (SOCOM)
USFK	US Forces Korea (8 th Army)
USFOR-A	United States Forces - Afghanistan (CENTCOM)
WHS	Washington HQ services

Table C-2: Air Force 'Other' Commands -Details

<u>Air Force 'Other Cmds'</u>	<u>Count</u>	<u>Percent</u>
AF District of Washington	3	6.0
AF Intell, Surveil, Recon Agency	3	6.0
AF Tech Applications Ctr	1	2.0
AFCENT	8	16.0
AFMSA	6	12.0
AFOSI	1	2.0
AFOTEC	1	2.0
AFRPA	1	2.0
Air Force Academy	1	2.0
Air Force Safety Center	1	2.0
Air National Guard	4	8.0
Global Strike Cmd	6	12.0
HQAF	4	8.0
USAFE	10	20.0
Total	50	100.0

Table C-3: Army 'Other' Commands -Details

<u>Army 'Other Cmds'</u>	<u>Count</u>	<u>Percent</u>
8th Army	4	4.9
AEC	12	14.8
ARCENT	1	1.2
Army Test and Evaluation Cmd	7	8.6
ASLAC	1	1.2
AWPS	1	1.2
EUCOM	3	3.7
FMWRC	2	2.5
INSCOM	3	3.7
ISAF	1	1.2
NETCOM	3	3.7
SDDC	3	3.7
SMDC	1	1.2
TACOM	3	3.7
TRADOC	7	8.6
USACE	8	9.9
USAEC	3	3.7
USARAK	1	1.2
USAREUR	4	4.9
USARPAC	2	2.5
USASOC	4	4.9
USFK	3	3.7
USFORCES - AFGHANISTAN	2	2.5
USMA	2	2.5
Total	81	100.0

Table C-4: Joint/Combat Commands –Details

<u>Joint/Combat Commands</u>	<u>Count</u>	<u>Percent</u>
7A, JMTC, TSAE	1	1.3
AFRICOM	4	5.3
CENTCOM	37	49.3
DTRA	1	1.3
ISAF	2	2.7
NATO	3	4.0
SOCOM	11	14.7
SOUTHCOM	12	16.0
USASOC	3	4.0
USFJ	1	1.3
Total	75	100.0

Table C-5: ‘Other DoD’ Commands -Details

<u>Other DoD Agencies</u>	<u>Count</u>	<u>Percent</u>
Asia Pacific Center	1	0.6
Command Liaison Element	1	0.6
DCMA	1	0.6
DeCA	1	0.6
DIA	3	1.7
DISA	1	0.6
DMA	3	1.7
DODEA	10	5.6
MDA	14	7.9
NDU	1	0.6
NGA	2	1.1
NRO	2	1.1
NSA	6	3.4
WHS	2	1.1
DLA	36	20.3
Marine Corps	34	19.2
Navy	59	33.3
Total	177	100.0

Table C-6: Work Category 'Other'

<u>Work Category - Other</u>	<u>#</u>	<u>%</u>
AE Services	1	.9
Aerial imagery/photogrammetry	3	2.6
All Services	6	5.1
Archival Services	1	.9
Assessments / Personnel	1	.9
Bridge Inspections	1	.9
CESU support	1	.9
Construct, O&M and Env	1	.9
Construct, O&M and real estate	1	.9
Construction Contract Administration	1	.9
Consulting & code review	1	.9
Contract support & Archeo. Survey	1	.9
Contracting Services	9	7.7
Contracting/Project Management	1	.9
Cost Estimate	1	.9
COTR services	2	1.7
Cultural Resources	1	.9
DD 1391 Support	1	.9
Design & Construction	11	9.4
Design Center - AE Services	1	.9
Design Services	9	7.7
Design/Build contract	2	1.7
Design/Special Studies	1	.9
DPW Support	1	.9
Dredging	1	.9
Dredging/MILCON Funding	1	.9
EA & Spec Development	1	.9
End User	1	.9
Engineering & design	1	.9
Engineering Services	3	2.6
Engineering, Contracting, Technical Services	1	.9
Engineering/Construction/Real Estate/RM/PM	1	.9
Facility upgrade for Mali	1	.9
Ferry Feasibility Study	1	.9
Fire Prevention	1	.9
flood study and coastal engineering	1	.9
Forestry Resources	2	1.7
GIS/Master Planning	2	1.7
Health care Planning	1	.9
Historical Research	1	.9
HQ Support	1	.9
Imagery/Software	2	1.7
Liaison w/ Kuwait MOD	1	.9
LiDAR acquisition	1	.9
Mapping & GIS	1	.9
Master Planning	1	.9

<u>Work Category - Other</u>	<u>#</u>	<u>%</u>
MILGP	1	.9
MMRP	1	.9
museum gallery contract	1	.9
one-stop	1	.9
PASA	1	.9
PDR	1	.9
Plan/des/OM/Construction	1	.9
Planning	2	1.7
Planning & Contract Support	1	.9
Planning & O&M	1	.9
Planning and Real Estate	1	.9
Professional services	1	.9
Program Mgmt	1	.9
Project Controls/Estimating	1	.9
Project Mgmt	3	2.6
Range Clearance	1	.9
RFP/Design	1	.9
Services Contract	2	1.7
Surveying / Mapping	4	3.4
Technical Consulting Services	2	1.7
Unspecified	1	.9
Veterans Curation Program	1	.9
Website Governance Plan	1	.9
Total	117	100.0

Table C-7: Air Force Customer Organizations

<u>Air Force Organizations</u>	<u>#</u>	<u>%</u>
AF Med Support Agency	4	1.2
AF National Capital Region	1	0.3
AF Office of Special Investigations	1	0.3
AF Real Property Agency	1	0.3
AF Recruiting Service	16	4.7
AF Reserves	2	0.6
AFCEE	22	6.5
AFCENT	5	1.5
Air Force Academy	1	0.3
Air National Guard	3	0.9
AI Udeid AB	3	0.9
Altus AFB	2	0.6
Arnold AFB	5	1.5
Aviano AB	2	0.6
Avon Park Air Force Range	1	0.3
Bagram Airfield	2	0.6
Barksdale AFB	1	0.3
Beale AFB	4	1.2
Bellows Air Force Station	1	0.3
Cannon AFB	1	0.3
Cape Canaveral AF Station	1	0.3
Columbus AFB	2	0.6
Davis Monthan AFB	5	1.5
Dobbins ARB	2	0.6
Dover AFB	3	0.9
Dyess AFB	4	1.2
Edwards AFB	7	2.1
Eglin AFB	5	1.5
Eielson AFB	2	0.6
Ellsworth AFB	2	0.6
Elmendorf AFB	2	0.6
Fairchild AFB	5	1.5
FE Warren, Camp Guernsey	1	0.3
FOB Smart	1	0.3
Ft Riley	1	0.3
Ft Sam Houston	15	4.4
Goodfellow AFB	1	0.3
Hanscom AFB	1	0.3
Hickam AFB	3	0.9
Hill AFB	1	0.3
Holloman AFB	2	0.6
HQAF	4	1.2
Hurlburt Field	7	2.1
JB Andrews	2	0.6
JB Charleston	2	0.6
JB Elmendorf-Richardson	8	2.4
JB Langley-Eustis	3	0.9

<u>Air Force Organizations</u>	<u>#</u>	<u>%</u>
JB Lewis-McChord	2	0.6
JB McGuire-Dix-Lakehurst	7	2.1
JB San Antonio	2	0.6
Kadena AFB	1	0.3
Kandahar Airfield	1	0.3
Kelly USA	1	0.3
Kirtland AFB	5	1.5
Lackland AFB	18	5.3
Langley AFB	12	3.6
Little Rock AFB	6	1.8
Luke AFB	3	0.9
MacDill AFB	2	0.6
Malmstrom AFB	3	0.9
March ARB	2	0.6
Maxwell AFB	3	0.9
McConnell AFB	7	2.1
McGuire AFB	3	0.9
Minot AFB	1	0.3
Misawa AB	1	0.3
Moody AFB	2	0.6
Mountain Home AFB	2	0.6
Nellis AFB	5	1.5
Nellis AFB & Creech AFB	3	0.9
Niagara Falls Air Reserve Station	1	0.3
Office of Mil Cooperation Egypt	1	0.3
Offut AFB	1	0.3
Osan Air Base	3	0.9
Patrick AFB	6	1.8
Peterson AFB	3	0.9
Pope Air Field/Bragg	2	0.6
Ramstein AB	7	2.1
Randolph AFB	6	1.8
Reese AFB (Former)	1	0.3
Robins AFB	4	1.2
Scott AFB	2	0.6
Seymour Johnson AFB	1	0.3
Shaw AFB	6	1.8
Sheppard AFB	2	0.6
Spangdahlem AB	2	0.6
Thule AB	2	0.6
Tinker AFB	3	0.9
Travis AFB	2	0.6
Tyndall AFB	2	0.6
USAFE	2	0.6
Vance AFB	1	0.3
Vandenberg AFB	2	0.6
Whiteman AFB	2	0.6
Wright-Patterson AFB	12	3.6

Air Force Organizations	#	%
Total	338	100

Table C-8: Army Customer Organizations

Army Organizations	#	%
8th Army	1	0.2
Aberdeen Prov Ground	9	1.9
ACSIM	10	2.1
Adelphi Laboratory	1	0.2
AEC	9	1.9
AFRICOM	1	0.2
AMDC	1	0.2
AMEDD	5	1.0
Anniston Army Depot	3	0.6
AOSA	1	0.2
ARCENT	4	0.8
ARDEC-Picatinny	3	0.6
Army-Unspecified	1	0.2
Army National Guard	31	6.4
Army Reserves	11	2.3
Army Support Logistics Agency	1	0.2
ATEC	1	0.2
Badger AAP	2	0.4
Bagram Airfield	2	0.4
C-RAM Program	1	0.2
Camp Arifjan, Kuwait	1	0.2
Camp Shelby	1	0.2
Carlisle Barracks	3	0.6
CENTCOM	1	0.2
Cornhusker AAP	1	0.2
Corpus Christi Army Depot	2	0.4
CSTC-A	5	1.0
Deseret Chemical Depot	1	0.2
Dugway Prov Ground	3	0.6
FMWRC	2	0.4
FORSCOM	1	0.2
Ft A.P. Hill	2	0.4
Ft Belvoir	3	0.6
Ft Benning	5	1.0
Ft Bliss	6	1.2
Ft Bragg	5	1.0
Ft Buchanan	1	0.2
Ft Campbell	2	0.4
Ft Carson	3	0.6
Ft Detrick	4	0.8
Ft Drum	10	2.1
Ft Eustis	2	0.4
Ft Greely	2	0.4
Ft Hamilton	2	0.4
Ft Hood	17	3.5
Ft Huachuca	2	0.4
Ft Hunter Liggett	1	0.2
Ft Irwin	4	0.8

Army Organizations	#	%
Ft Jackson	7	1.4
Ft Knox	3	0.6
Ft Leavenworth	1	0.2
Ft Lee	9	1.9
Ft Leonard Wood	3	0.6
Ft Lewis	1	0.2
Ft McClellan	2	0.4
Ft McCoy	5	1.0
Ft McPherson	2	0.4
Ft Meade	7	1.4
Ft Monroe	2	0.4
Ft Ord	1	0.2
Ft Pickett	1	0.2
Ft Polk	8	1.7
Ft Richardson	1	0.2
Ft Riley	3	0.6
Ft Rucker	3	0.6
Ft Sam Houston	5	1.0
Ft Shafter	2	0.4
Ft Sill	6	1.2
Ft Stewart	7	1.4
Ft Wainwright	3	0.6
Hawthorne Army Depot	1	0.2
Health Fac Plan Agency	14	2.9
Holston AAP	1	0.2
HQDA	6	1.2
IMCOM Europe	6	1.2
IMCOM Korea	2	0.4
IMCOM NE	1	0.2
IMCOM Pacific	3	0.6
IMCOM SE	1	0.2
IMCOM West	1	0.2
Indiana AAP	1	0.2
INSCOM	1	0.2
Iowa AAP	1	0.2
JB Langley-Eustis	1	0.2
JB Lewis-McChord	4	0.8
JB Myer-Henderson Hall	1	0.2
Joint Multinatl Training Cmd	1	0.2
Joliet AAP	1	0.2
Kansas AAP	1	0.2
Leghorn Army Depot	1	0.2
Letterkenny Army Depot	2	0.4
Lexington AD & Ft Harrison	1	0.2
Longhorn AAP	1	0.2
McAlester AAP	3	0.6
MDW	1	0.2
MEDCOM	4	0.8
MOT Sunny Point	2	0.4
Newport Chemical Depot	1	0.2

Army Organizations	#	%
NMUSA	1	0.2
Picatinny Arsenal	2	0.4
Pine Bluff Arsenal	4	0.8
Pohakuloa Training Area	1	0.2
Presidio of Monterey	7	1.4
Pueblo Chemical Depot	2	0.4
Red River Army Depot	5	1.0
Redstone Arsenal	9	1.9
Riverbank AAP	1	0.2
Rock Island Arsenal	3	0.6
Savanna Army Depot	1	0.2
Schofield Barracks	1	0.2
SDDC	1	0.2
Seneca Army Depot	1	0.2
Sierra AD	1	0.2
Surface Deployment & Dist Cmd	1	0.2
SOCOM	3	0.6
Soto Cano AB	1	0.2
SOUTHCOM	1	0.2
Tobyhanna Army Depot	2	0.4
Tooele Army Depot	2	0.4
TRADOC	1	0.2
Umatilla Chemical Depot	1	0.2
USACE	3	0.6
USAG Ansbach	1	0.2
USAG Baden-Wuerttemberg	3	0.6
USAG Bamberg	1	0.2
USAG Baumholder	2	0.4
USAG Benelux	2	0.4
USAG Garmisch	1	0.2
USAG Grafenwoehr	2	0.4
USAG Hawaii	3	0.6
USAG Hohefels	1	0.2
USAG Humphreys	2	0.4
USAG Japan	4	0.8
USAG Kaiserslautern	2	0.4
USAG Natick	1	0.2
USAG Schinnen Netherlands	2	0.4
USAG Schweinfurt	2	0.4
USAG Stuttgart	2	0.4
USAG Wiesbaden	5	1.0
USAG Wiessbaden	1	0.2
USAG Yongsan	3	0.6
USAREC	31	6.4
USAREUR	1	0.2
USARSO	3	0.6
USASOC	6	1.2
USFOR-A Kabul	2	0.4
Walter Reed Army Medical Ctr	1	0.2
Watervliet Arsenal	2	0.4

Army Organizations	#	%
West Point	3	0.6
White Sands Missile Range	2	0.4
Yakima Training Center	1	0.2
Yuma Proving Ground	1	0.2
Total	484	100.0

Table C-9: Other DoD Customer Organizations

Other DoD Organizations	#	%
Aberdeen Prov Ground	1	0.5
Afghanistan	1	0.5
AFRICOM	3	1.6
Camp Smith	1	0.5
CENTCOM	6	3.1
CSTC-A	1	0.5
DCMA	1	0.5
DeCA	2	1.0
Defense Media Activity	3	1.6
Defense Threat Reduction Agency	1	0.5
DIA	1	0.5
DISA	2	1.0
DLA	33	17.1
DoDEA	16	8.3
EUCOM	1	0.5
Ft Meade	1	0.5
JB Elmendorf-Richardson	1	0.5
JDI	1	0.5
Marine Corps	30	15.5
MDA	14	7.3
National Capitol Region	1	0.5
Natl Reconnaiss Office	1	0.5
Navy	44	22.8
NDU	1	0.5
NGA	3	1.6
NSA	1	0.5
OSD	1	0.5
PACOM	1	0.5
SOCOM	5	2.6
SOUTHCOM	12	6.2
USASOC	1	0.5
White House Services	2	1.0
Total	193	100.0

Table C-10: IIS Customer Organizations

IIS Organizations	#	%
AL Dept Envir Mgmt	1	0.6
Architect of the Capitol	1	0.6
Asian Development Bank	1	0.6
ATF	1	0.6
AZ Dept of Envir Quality	1	0.6
BLM	4	2.5
Bureau of Indian Affairs	1	0.6
Bureau of Reclamation	2	1.3
City of Albuquerque	1	0.6
Coast Guard	3	1.9
Dept of Interior	1	0.6
DHS CBP	16	10.1
DHS ICE	1	0.6
DOE	13	8.2
EPA	7	4.4
FAA	4	2.5
FBI	1	0.6
FEMA	3	1.9
Fish and Wildlife Service	3	1.9
Forest Service	1	0.6
GSA	4	2.5
Internatl Joint Commission	1	0.6
Israeli Def Forces	1	0.6
Israeli Min of Def	1	0.6
Millennium Challenge Corporation	2	1.3
MO Dept of Natural Resources	2	1.3
NASA	2	1.3
National Cancer Institute	1	0.6
National Park Service	8	5.0
Natl Memorial Cemetery, Pacific	1	0.6
NATO	1	0.6
Navajo Housing Authority	1	0.6
NM Env Dept	1	0.6
NOAA	6	3.8
NSA	5	3.1
Secret Service	1	0.6
State Dept	10	6.3
Tennessee Valley Authority	1	0.6
USAID	4	2.5
USDA	3	1.9
USGS	1	0.6
VA	36	22.6
Total	159	100.0

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